

Study on Smoothening of Process Flow in Outpatient
Department and To Improve Patient Waiting Time in The
Mission Hospital, Durgapur

By

Rajdeep Roy

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2017-2019



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The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific, and analytical.

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INTRODUCTION

An **outpatient department** or **outpatient clinic** is the part of a hospital designed for the treatment of outpatients, people with health problems who visit the hospital for diagnosis or treatment, but do not at this time require a bed or to be admitted for overnight care. Modern outpatient departments offer a wide range of treatment services, diagnostic tests and minor surgical procedures.

The outpatient clinic of a hospital, also called an outpatient department provides diagnosis and care for patients that do not need to stay overnight. This is distinct from clinics independent of hospitals, almost all of which are designed mostly or exclusively for outpatient care and may also be called outpatient clinics.

The outpatient department is an important part of the overall running of the hospital. It is normally integrated with the in-patient services and manned by consultant physicians and surgeons who also attend inpatients in the wards. Many patients are examined and given treatment as outpatients before being admitted to the hospital at a later date as inpatients. When discharged, they may attend the outpatient clinic for follow-up treatment.

Not all hospitals have separate outpatient departments, so outpatients may be treated in the same departments as patients that stay overnight. (1)

Function of the outpatient department as (defined by who committee)

- To provide community a major source of specialist diagnostic medical opinion
- To treat ambulatory & domiciliary basis all cases can be treated.
- To refer patient for admission to the hospital
- To carry out after care& medical rehabilitation after discharge
- To promote health by means of health education
- To carry out preventive& promotion services
- Maintain records and collection of data for epidemiological and social research and for periodic assessment of medical work.

Background of the study problem

Its well established that 8- 10 percent of OPD patient need hospitalization so it can be rightly said that OPD act as a window to the hospital services and hence a patient impression of hospital begins at the OPD. The impression often influences a patient sensitivity to the hospital.

Therefore its essential to ensure that OPD services provided an excellent experience for customer i.e. the patient.

WORK FLOW

Appointment – orientation for selection of plan – starting test- pathology-phlebotomist collects sample- rest of the test carried out- next working day- reports physician consultation – in case of angiography reports after 48 hrs and consultation with cardiologist

It also takes care of annual checkup plans pre employment checkup of various companies . some companies have tie up with sterling and pay for their employees, other and whole process takes around 6 hours to 2 days depending on health checkup plans.

Health checkup blood sample collected and sent to laboratory for further investigation similarly special consultation available for eyes checkup, dental checkup , Ecg, spirometry , ultrasonogarphy , x ray all under single room the package also include breakfast and lunch the center has its own dining room and waiting lounge

Department of preventive health care given handouts to health checkup patient for making person about disease and prevention when well organized run not only can such OPDS help in avoiding confusion, frustration and overspending by fearful patient but can also regulate the flow of inpatient to the hospitals

After analyzing the for past ix month it has been found that the OPD utilization is low in

Secondly the OPD remains open from 8am to 8 pm since most of the patient are treated in respective OPDs in the morning hours there is often a rush in the morning hours the time taken is also prescribed to be more by the patient because they have to wait at various department to get all the treatment needs fulfilled which is daunting and monotonous task when done at a stretch. If same patient would have gone to semi private clinic and would be in different slots hence it seems to be less. Delay is also resulting from inconvenient layout and location of department or facilities and/ or due to delay from the services providers like the staff at registration or pharmacy counter, doctors and paramedical staff

Purpose of the study

The orientation of the study was to understand that what are the potential cause that are leading to low OPD utilization and what is the effect of long waiting on the overall operation competitive advantage and reputation of the organization

Because in the course of receiving services there is high involvement of the patient with the services provider so it is imperative to design every fact of such services around the customer need and therefore the operation is planned, designed, contolled and managed with the paramount on the quality services. Hence the impact of all the operational problems on the quality of services was also analyzed.

1.To identify the various procedures at the outpatient department as well as to investigate the possible operational problems those are leading to low OPD utilization

2.To measure and asses the average time taken by an out -door patient during each visit in various OPD and to find out access where delay take place.

3.To study the patient perception regarding delays waiting and the services provided in the hospital

4.To suggest measure to reduce the waiting time of the opd

Justification

An opd is the patient first point of contact with the hospital and every point into the health care delivery system. It is an inescapable link in the hierarchical chain of health care facility which contributes in the reduction of the morbidity and mortality. It's the opd that reduces number of admissions to the inpatient wards thus conserving scarce of bed and hence act as a filter of inpatient admission, ensuring that only those patients are admitted who are most likely to benefit from inpatient care

2. Business Need

- Increased customer satisfaction
- Generating more business by generating less turn around time.

It's well said that a happy customer brings 10 more new customer same goes true in services sector as well word of mouth is the biggest marketing tool for any sector especially where product is a service .the nature of which services is perishable and intangible hence cannot be stored . so dropping of the customer satisfaction by few values can lead to manifold effect in the volume of business we get. Hence it became imperative to take care well of those factor that can effect customer satisfaction high from the beginning.

DEFINATION OF TERMS

1. **Process layout: layout where people and equipment performing the same type of function in same area**
2. **Waiting time. Its defined as the total time from registration until consultation with a doctor. There are two waiting times the first time taken to see the doctor and the second time to obtain the medicine**

Waiting time = Total time (rom registration to entering OPD + from OPD consultation)

Total Number of patients per month in that specialty

3. **Registration Time: Its defined as waiting time from the moment patient submit a clinic appointment card or referral letters at the counter until getting a call from the counter during this time the payment process record classification are made, Registration time is part patient waiting time.**
4. **OPD utilization = Total consultation time given to patient monthly (minutes)*100**

Total consultation time allowed to doctors monthly (minutes)

PROJECT REPORT

- GOALS OF THE DEPARTMENT .

- At Help Desk: -
 - To handle queries in a more effective and efficient manner
 - To receive guide and direct the patient
 - IP related information for admitted patient

AT OPD: -

- Doctors' consultation
- To create relevant medical record and register the patient

- SCOPE & COMPLEXITY OF SERVICES PROVIDED

- Welcoming of patient /visitors/ general public
 - Handling patient appointment
 - Handling the registration activities
 - Coordinating insurance and corporate desk activities
 - Handling the EPABX
 - Handling the patient
 - Handling of outpatient feedback
- Methods used to access patient needs in order to customize the services provided.
 - Through op feedback analysis
 - Through inter department meetings

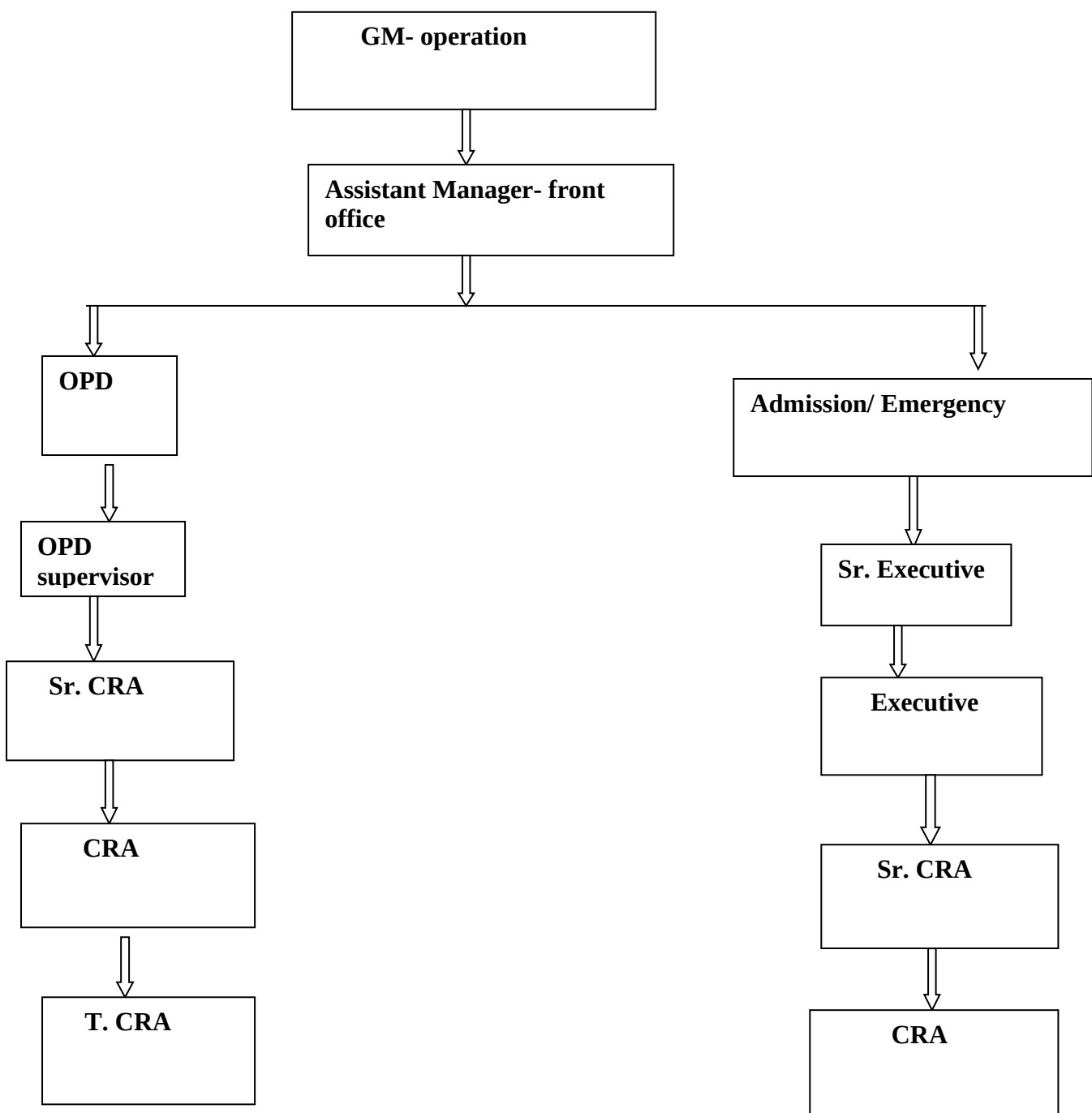
- QUALITY OBJECTIVE:

- The department of OPD is committed to provide timely services on registration, admission, appointment, enquires, health checkup and other OPD related services with human touch.
 - Average time taken for enquiry – 3-5 minutes
 - Average time taken for registration -5-7 minutes
 - Average time taken for admission- 5-10 minutes(depending upon bed availability)
 - Average time taken for OPD billing-5-10 minutes

- **SCOPE**

- **SUPERVISOR**

- The prime objective of department of OPD is to provide “services with a smile” the prime focus being customer delight and attendant satisfaction.
- Being patient centric and develop patient loyalty by surpassing their expectation



PROCEDURE FOR ADMISSION

- FOR CASH PATIENTS

- Patient who are advised for admission through opd comes to admission desk and are handed over the “ admission slip.” Is filled by patient for the necessary details bed category , etc. patient requiring daycare(for CAG/ Dialysis) should be admitted as day care patient. For are advised ward admission, find out the desired category of bed/ rooms required by the patient and inform them.
- In case the bed is not available in the desired category. Advise the patient to take bed in higher category . in case patient cannot afford higher categories’ talk to in charge and act accordingly.
- .After recording the necessary details in the inpatient , module patient is guided for admission deposit and advance payment according to the hospital policy.
- Patient is made to fill the general consent form after explaining the form to the patient party.
- Patient is handed over one attendant and one visitors pass after recording it in the admission register. Visitors passes are given to all the patient parties who are admitted in the wards where attendant is allowed to stay with the patient. Attendant pass can only entitle the patient party to stay for 24 hours with the patient in visiting hours. The passes will also provided for day care admission.

- PATIENT IS EXPLAINED THE FOLLOWING

- No outside food is allowed in the hospital.
- Visitors are allowed only during visitors hours.
- He/ She should read the hospital services rules available in the wards and follow them strictly.
- Patient who are adviced for advised for admission from emergency department, Er. coordinator sends the attendant to the admission process
- At the time of admission, the attendant is counseled about the various areas, where the patient is getting admitted. After doing all the admission staff issue a system generated money receipt which is handed over to the patient attendant.
- In case of emergency and during night, the TPA/ corporate admission are processed by the CRA and the respective documents are requested for – copy of the I – card/ TPA insurance card/ original referral / approval letter
-

- In case of TPA if they are not able to furnish the original documents and also if the approval has not come then security amount as an advance is taken . for both TPA and corporate cases CRA request the family to meet the corporate/ TPA desk during the office timing of next day.

- **VISITOR PASS**

- At the time of admission, the attendant and the patient is counseled about the various area where the patient is getting admitted and accordingly the attendant stays with them
- If the patient is getting admitted in the room(pvt./ Deluxe/ Deluxe suite) one 24 hours attendant pass and 1 visitors issued and the timings are explained
- Temporary visitors pass is issued by the help desk staff only after getting the permission from treated consultant/ward RMO/ HOD/ ward coordinator/ department coordinator

- **FOR CREDIT PATIENT**

- Corporate patient are directed to corporate desk for the admission process. Patient or patient party is handed over the admission slip is filled by the patient for the necessary details , bed category etc regarding ward admission, patient and admission executive inform them about details of facilities in that particular category .
- Undertaking is taken from the corporate patients before initiating admission process.
- Original referral letter from corporate companies along with valid documents depending upon the corporate company is taken from the patient
- Necessary details are recorded in the inpatient module keeping in view corporate name tariff category & billing bed category.

- **FOR INSURANCE PATIENTS**

- Patient who are advised for admission either through opd or emergency and who have any health insurance policy are directed to admission desk.
- Admission executive admits the patients through the same process as of the cash patient except the patient gives an undertaking that if insurance company doesn't pass the claim or patient treatment bill exceeds the claim amount the patient need to pay the balance amount.

COUNSELLING ROOM

- The counseling room in the mission hospital deals with various concerns of patient related to details of their medical treatment, hospitalization and hospital visit the set- up of the equipment and facilities in the hospital , the staff conduct , medical expenses and so on .if required these matter are conveyed to the concerned medical department and an explanation is given to the patient.
- Counseling is considered as purposefully conversation to facilitate decision making. Counseling has evolved to be there for the following objective:
 1. To increase awareness about scope of services in the hospital
 - 2 . To provide information regarding treatment expenditure
 - 3- To moderate patient expectations.
 - 4- To solve any other queries of patient concern

- PROCEDURE FOR HEALTH CHECKUP

1. Patient reaches health checkup department for registration of TMH health checkup
2. Patient is given filled by them and returned back to health checkup staff
3. MR NO.(patient identification no.) is generated and the amount is given by the patient as per the type of health checkup desired/ advised
4. Patient is explained about the different tests that he / she will undergo.
5. Investigation included in the chosen package are undergone by the patient in health checkup department itself staff from different visits health checkup executive.
6. After all the investigation are done , investigation reports from different are collected by health checkup executive, compile it and show it to concerned consultant for the final reporting

- PROCEDURE FOR TELEPHONE DEPARTMENT:

- Shifts: 24hours
- Telephone department is responsible for receiving internal & external calls
- **Internal call**
 - Throughout the hospital any staff can call at 9 from extensions provided in the department
 - The number “9” is received By telephone department for connecting call in interdepartmentally or outside the hospital, we need be

- **External calls**

- Central appointment is the part of telephone department which received all the external call for appointment or any other queries of the patients
- Central appointment or number are displayed in vantage points for patient information.
- Appointment executive receive the schedule of doctors for the ease of appointment scheduling
- In case doctors schedule get change or change or cancel after appointment is fixed, patient is informed regarding the change in schedule or cancellation by appointment executives

- **WHILE RECEIVING CALLS**

- Put a smile in your voice
- Pick up receiver in less than 3 rings
- Do not eat drink chew while taking on the phone
- Hold mouth piece close to lips and speak directly into it
- Hold mouthpiece close to lips and speak directly into it.
- For external call – greet caller by (“Namashkar The Mission hospital, how can I help you?”)
- For internal calls – “Namashkar “name” speaking.
- Identify and acknowledge the caller and ask the person (To whom the caller wants to contact)
- Is he or she ready to talk or not..If he / she is busy, request the caller to contact latter on.
- End the call pleasantly and transfer the call to that particular person.
- After receiving never bang the phone.
- If message is taken for some other person make sure message is conveyed
- If caller is committed something eg. Call back with the required information always ensures that call has been made.

- **RING A CALL**

- Ensure that you are transferring the call to the one who can answer the query.
- If unsure inform the caller that you will get back with desired information or have the appropriate person return his/ her call
- Make sure the caller knows the name and number to whom the call is being transferred
- Inform the person to whom you are transferring the call is been transferred.

- Inform the person to whom you are transferring the call the identify and purpose of the call
- If the person being called is busy inform the caller and give him the option to hold or call back
- As far as possible please note down the number of the caller and return the call with details.

- **FUNCTIONS & RESPONSIBILITIES:**

- To welcome every caller/ visitors with smile, great them and ask “ May I help you” solve the problems to maximum yourself or with help of your colleagues/ seniors
- To be polite, brief , to the point and not to engage in long conversations.
- To locate the consultants in hospital premises/ outside and inform about any message/ emergency/ surgery/ admission under their name etc, if need be.
- Customer satisfaction survey
- TO Hand over patient response forms to pd patient to evaluate the services
- To collect the OPD patient feedback forms from the patient and handover to assistant manager front office
- To update the doctor daily schedule for information of billing desks& TV display in ground floor opd
- TO Provide temporary passes to the patient parties in case patient needs to visits the patient in non visisting hours

Reasons	Plan of action	Time frame
1. New investigation, Procedures prescribed by the doctor	To provide by HOD of lab and MS and then mail send from Ms office to it update the module	To be entered in the system on same day
2. System breakdown	It to rectify	The bill to entered in the system by the same day

- b. Details of diagnostics and therapeutic services their timings and functional status.
- c. liaisons/ public relation / hospital promotional campaigns
- d. health checkup packages.

- e) patients appointment for desired doctors
- f.) Additions of new facilities and their functional importance
- g) status of downs/ functional statues of major hospital equipments/ installations

- **PROCEDURE FOR HOME COLLECTION**

Phlebotomist receives the for home collection blood/ urine sample



Complete detail of the patient and the started investigation are filled in the “ home collection Request slip by phlebotomist



The filled home collection Request slip is handed over the billing counter for bill generation



Due bill for the respective patient is generated



Phlebotomist goes with two copies of the due bill to the patient residence for collection



Confirmation of the test ordered and addition/ deletion if required.



Payment is collected before any sample collection is performed



Phlebotomist draws the blood and collects the sample as per the investigations ordered



Phlebotomist return to the hospital and hands over the bill receipt to the billing counter



Investigations and tests are run by the lab



Reports are to be collected by the patient/ patient party at the report dispatch section & the final bill receipt would also be handed over to the patient/ party from there itself

- **Salient points to be kept in mind by the staff who are in the process:**

1. Two copies of the “ due bill” to be included one carbon copy
2. The duly signed original copy to be retained by the phlebotomist and the carbon copy to be kept with patient relatives
3. Invoice copy after bill generation is to be retained at the billing counter.
4. During report collection the patient relative will have to display their carbon copy of the billing counter and collect the invoice.
5. only after producing the invoice copy will the patient/patient relative receive their due reports from report dispatch counter.
6. in case report are expected viae email , provisions for sending through the same to be made (all details to be collected by the phlebotomist during home collection)

- CANCELLATION OR REFUND

Reasons	Authorized by
Wrong selection of test & if carried out	OPD assist manager/ billing in charge/ GM operation
Wrong selection of MR NO patient Name	OPD asst. Manager/ billing in charge / GM operation
Mode of settlement changed cash , credit& credit card	OPD assist . Manager/ billing in charge/ GM Operations
Doctors not available	OPD asst manager/ billing in charge/ GM Operation
Wrong information given by patient	OPD asst Manager/ billing In charge/ GM operation

- OPD CREDIT POLICY

Credit hearing	Authorized by	Responsibility of Recovery	Time frame
1.corporate billing	Marketing fie ups(ref to corporate list) Chairman/CEO/MS/GM/ FINANCE/GM OPERATION	Corporate billing dept	As per policy
2.Adhoce	Chairman /CEO/ GM Operation/MS/ GM/FINANCE	Individual responsibility	As per policy
3.In house Employee	OPD asst Manger/ Departmental HOD CEO/GM Operation	Debited to their salaries	As per policy
4.TPA BILLING	Chairman CEO/MS/ GM Finance/ GM Operation	TPA department	As per policy

- **Objective of the Discount Policy :**

- There was a requirement to establish clear and definite guidelines regarding OPD consults and procedures and discount entitlement of various categories.

It has been decided to clearly define:

- Who is entitled to a discount (List to be drawn up of exactly which categories of people, corporate, groups etc to fall in this category.)
- Who in the organization is authorized to give a discount and to what limit.
- How much discount to be given to each category.
- Any other special situations where discount maybe considered.

DISCOUNT & WAIVER

Category of discounts	Authorized by
Staff & and their direct dependents, Doctors & and their dependents	As per HR Policy(Ref to note on ‘Discount Policy)
Corporate discount	As per our tie ups by marketing dept/ approved by Chairman/ CEO/MS/GM FINANCE/GM Operations
Camps discount	As per marketing strategy or policy / approved by the Chairman/CEO/MS/GM FINANCE/GM Operations.
Adhoc Discounts, VIP’s, Chief Ministers & family ,Governor, MLA’s, Bureaucrats, Contractual staff & dependent, categories of People who are entitled to discounts at the OPD.	Chairman / CEO/ MS/GM Operations/ GM FINANCE

- **REGULAR OPD PATIENTS:**

- Once the consultation fee is charged – patient can make a second visit to show investigation reports provided it is the same consultant and within seven days.
- All subsequent consults will be charged at actual.
- For all specialties no consultation fee will be charged after discharge for first follow up.

- **Staff Discount Policy**

For Staff:

- 40% disc on Lab Investigations (Except Outsourced)
- 30 % disc. on investigations except lab(Except Outsourced)
- 10% disc on all other procedures
- 10% disc. on Physiotherapy.

- **For Staff Dependant(only parents/ spouse & children)**

- 40% disc on Lab Investigations (Except Outsourced)
- 30 % disc. on investigations except lab(Except Outsourced)
- 10% disc on all other procedures
- 10% disc. on Physiotherapy.

**** N.B**

- Visiting Consultants (Available regularly on all OPD Days)/ Consultants on full time/ Medical Officer/ Outsourced Staff of hospital would be eligible for staff concessions.
- Services provided from outside/outsourced services will have to be paid in full or discount given on adhoc basis based on top management approval .
- Dependents: Spouse, two children, parents of employees.
- Retired: Employee who has retired “upon reaching the age of superannuation from the services of the company as an employee after putting in a continuous service of 15yrs or more.

- **Corporate Discounts:**

- Corporate discounts will be extended to those organizations with whom hospital has a corporate tie-up finalized by the Marketing Dept.

- **Discounts During Camps:**

- These will be on adhoc basis as approved by Manager Marketing department and confirmed by Chairman /CEO/ GM FINANCE/GM Operations

- **Conditions:**

- Inpatient privileges will apply after 30 days from the date of registration.
- Test done outside the hospital and consultation charges of Visiting doctors will be charged on actual.

- **OUTCOMES**

- Enquiry-The queries are answered promptly and accurately
- Registration – All the registration are done with accuracy.
- Admission –To accommodate the patients and manage the beds effectively thereby catering critical and emergency patients.
- OPD billing – Provides smooth and fast service to the out patients.
- Doctor's appointment – Has systematic appointment system, the waiting time of the patients is minimized.
- Dispatch of pathology reports - Provides service to the patients with utmost care. Lab reports are dispatched to the patients without delay and error.

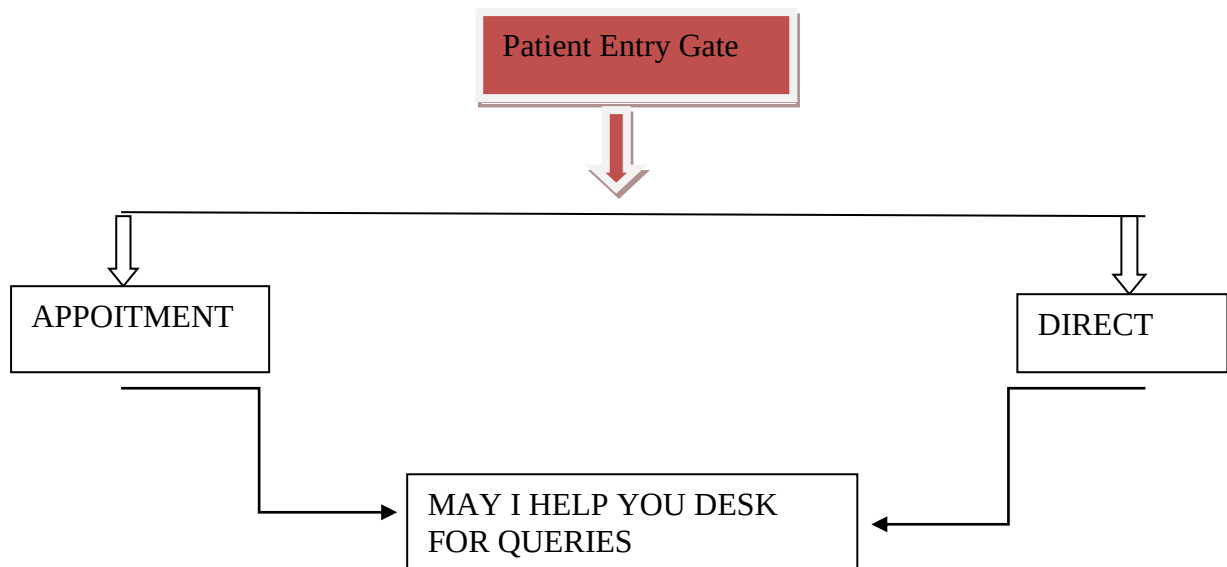
- QUALITY INDICATORS

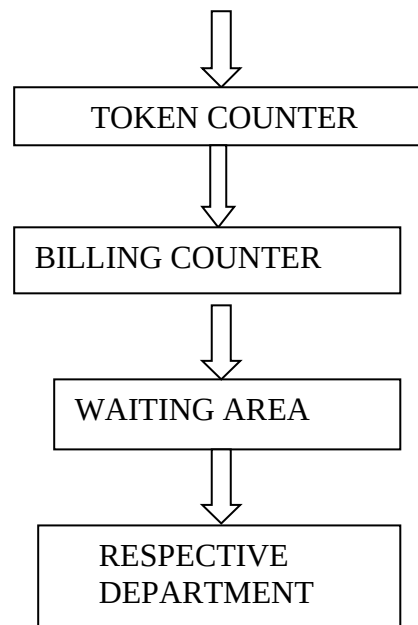
S. No.	Quality Indicator	Methodology
1	Out patient satisfaction index	Score achieved/Maximum possible scoreX100
2	Waiting time for the services including the diagnosis and outpatient.	Sum (patient in time for consultation/procedure -patient reporting time in OPD/diagnostics)/Number of patients reported in OPD diagnostics

PROJECT FINDINGS

- OPD Consultations was done in basement, ground floor, and first floor
- Appointments are given to the patients on call by the appointment member
- There were 5 registration counters on ground floor
- There was about 52 Consultants who are doing consultations every day

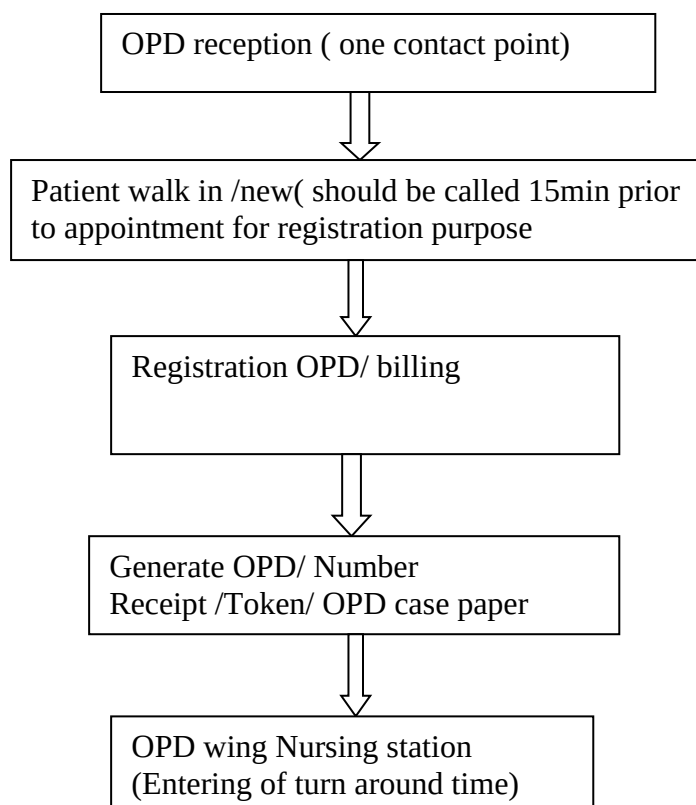
PROCESS FLOW OF PATIENTS IN OPD

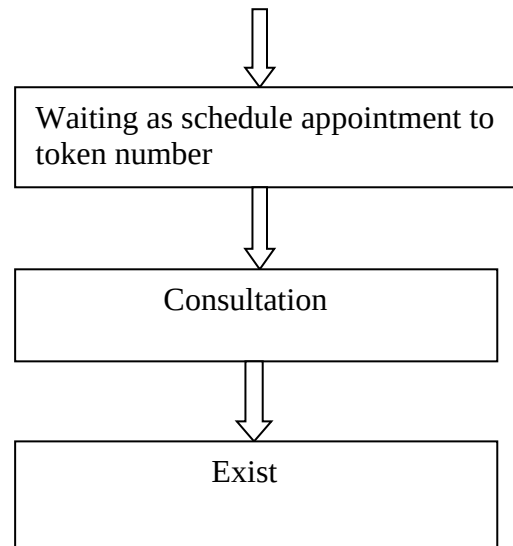




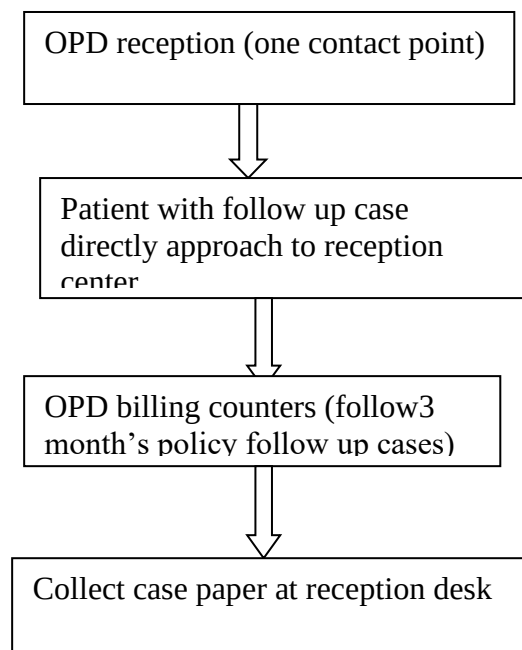
The revised patient flow for the OPD patients can be as follows

OPD- NEW PATIENT





OPD- follow up patient



Before recommendation OF TAT in OPD

	Pat.name	Appt.time	In-time	Difference
1	Aftab ahmed	11:30	12:30	1:00
2	aahana sarkar	11:45	11:48	0:03
3	nargis bibi	12:00	14:02	2:02
4	prema devi	12:40	13:20	0:40
5	ankita jaiswara	9:45	12:00	2:15
6	biswapati	10:30	12:00	1:30
7	sunanda chakrabrty	15:00	17:00	2:00
8	sujata mondal	15:15	17:15	2:00
9	saroj roy	10:30	11:35	1:05
10	arun kumar khan	11:00	13:22	2:22
11	amal kumar	12:15	13:54	1:39
12	arpita das	16:00	16:05	0:05
13	shukla dutta	12:35	12:38	0:03
14	amarpali	12:40	12:45	0:05
15	pradip kumar	12:50	12:52	0:02
16	tejashri kar	12:00	12:58	0:58
17	shreyansh	12:20	13:45	1:25
18	tanish sekh	12:30	14:15	1:45
19	sharda devi dalmia	10:50	11:50	1:00
20	bina bhanja	10:15	11:18	1:03
21	mita maria	11:15	12:14	0:59
22	ranjit singh	11:30	11:34	0:04
23	lekha basak	12:30	12:50	0:20
24	reshmi	12:40	13:42	1:02
25	biswajit	13:30	13:50	0:20
26	munna rai	13:35	13:58	0:23
27	santosh mukherjee	13:00	14:24	1:24
28	sahil riyen paul	13:30	14:00	0:30
29	jharna ghosh	14:00	14:59	0:59
30	tirthadhan das	14:30	14:40	0:10
31	swapan kumar musib	14:50	15:05	0:15
32	Md.nuruddin	12:00	12:14	0:14
33	haridas sarkar	12:45	12:50	0:05
34	subarta sarkar	16:10	16:16	0:06
35	binod kumar	16:00	16:07	0:07
36	krishna mohan	11:45	11:51	0:06

37	shivnath	11:30	11:37	0:07
38	dilshad ahmad	12:00	12:05	0:05
39	ganga dulal	12:15	12:55	0:40
40	arup kumar ghosh	14:20	14:25	0:05
41	payel halder	14:30	14:40	0:10
42	bina kundu	15:00	15:10	0:10
43	soumendra nath roy	11:45	11:53	0:08
44	soumen mishra	11:54	12:00	0:06
45	ashiq iqbal	10:00	10:15	0:15
46	meera mondal	10:04	10:20	0:16
47	sulekha khatoon	10:20	10:40	0:20
48	sk khalid	11:00	11:10	0:10
49	anjali ghosh	11:40	12:25	0:45
50	suban low	12:00	12:35	0:35
51	Khairaunnesha	11:30	12:40	1:10
52	hasina bibi	11:40	12:55	1:15
53	sunita devi	12:20	13:20	1:00
54	bijaya deb	12:40	13:05	0:25
55	surabhi shreyas	12:10	14:35	2:25
56	lila devi jatia	12:20	13:05	0:45
57	tapan kumar sengupta	10:30	11:25	0:55
58	gopal dutta	10:45	11:35	0:50
59	hasna hena begam	12:00	12:58:00	0:58
60	bimal kumar singh	12:30	13:20	0:50
61	sabitri dubey	12:35	13:30	0:55
62	anita jatiya	12:45	13:50	1:05
63	husna parveen	13:15	14:15	1:00
64	J Chakarborty	10:00	11:30	1:30
65	namita roy	14:00	14:54	0:54
66	tarun sinhs	14:15	14:30	0:15
67	sabita kundu	14:30	15:15	0:45
68	goutam paul	12:00	13:20	1:20
69	shiv nandan prassad	12:30	13:58	1:28
70	Biswa joy dutta	15:15	15:20	0:05
71	chandana banerjee	15:20	15:27	0:07
72	sanita biswas	15:40	16:15	0:35
73	gourie mondal	15:45	16:06	0:21
74	Archana chakraborty	10:00	10:55	0:55
75	surja mukhie laha	10:15	12:35	2:20
76	rekha agarwal	10:20	10:40	0:20
77	arikh saha	12:05	12:20	0:15
78	pradip swain	13:45	14:00	0:15
79	Bhanu devi	12:30	13:05	0:35

80	Sidhan chakarborty	17:14	18:18	1:04
81	astosh mukherjee	17:15	17:44	0:29
82	arit kumar	17:25	17:32	0:07
83	mihir kumar	17:35	17:58	0:23
84	putul bauri	12:50	13:20	0:30
85	tarun mukherjee	14:50	15:10	0:20
86	dharmendra kumar	15:00	15:20	0:20
87	phani bhushan	15:10	15:40	0:30
88	Md.qayum	10:00	11:31	1:31
89	mohidur sk	10:30	11:23	0:53
90	deepak shaw	10:15	11:40	1:25
91	sita ramprasad	12:00	12:30	0:30
92	prafulla kumar	10:30	11:00	0:30
93	sudhanshu	10:50	11:20	0:30
94	uma pada	11:00	11:30	0:30
95	subarta debnath	11:10	11:40	0:30
96	nemai chandra	11:30	12:15	0:45
97	gita rani sarkar	11:30	12:10	0:40
98	binapani	12:00	12:40	0:40
99	putul bauri	12:30	13:05	0:35
100	dharmendra kumar	12:45	13:15	0:30
101	Md.Javed	11:00	11:25	0:25
102	Anarmati devi	11:30	11:55	0:25
103	Anab dutta	12:00	12:38	0:38
104	Prasanta kr dey	15:00	15:10	0:10
105	Rani Maji	11:30	11:40	0:10
106	Rina Tapadar	11:50	11:55	0:05
107	ashis mukherjee	11:20	12:40	1:20
108	Nargis bibi	10:20	11:15	0:55
109	Rjima	10:30	11:00	0:30
110	Sampa bira	12:20	12:30	0:10
111	Murshad ali	12:30	12:40	0:10
112	gulab channel	13:15	13:50	0:35
113	bage swar nath singh	12:00	12:39	0:39
114	Balai Ch sarkar	12:15	12:47	0:32
115	Asoke kumar das	12:30	12:55	0:25
116	Karabi laha	13:00	13:08	0:08
117	Ranjan mukherjee	13:15	13:32	0:17
118	Md. Ataur rahman	9:30	10:05	0:35
119	naba kumar nath	9:45	11:15	1:30
120	Anita Benerjee	10:00	11:25	1:25
121	jhumpa pal	8:00	9:05	1:05
122	Anchal singh	8:50	9:40	0:50

123	Jayatree	9:30	10:05	0:35
124	dimna	10:20	11:00	0:40
125	Manjarie	11:40	12:13	0:33
126	Nupur roy	5:20	6:15	0:55
127	Nairti	12:05	13:20	1:15
128	pragayan	12:35	13:30	0:55
129	Puspa Rani	9:15	10:10	0:55
130	Debhashis kumar	9:45	10:31	0:46
131	Naielea khan	10:00	11:00	1:00
132	Ritu singh	10:30	11:12	0:42
133	Jagnesh war	12:00	12:37	0:37
134	Ashim Banerjee	10:00	11:20	1:20
135	Ketoki	10:15	10:35	0:20
136	Md kasem ali	11:30	13:20	1:50
137	Ali hussain	12:05	13:13	1:08
138	Mantu shaw	10:00	10:20	0:20
139	swapan kumar	12:25	12:52	0:27
140	Bandana dewashi	12:30	13:07	0:37
141	mukul sarkar	12:35	13:08	0:33
142	kalpana halder	12:40	13:05	0:25
143	kaberi das	13:10	13:29	0:19
144	joydeep das	13:20	14:00	0:40
145	gurupada kar	13:30	14:10	0:40
146	pramila devi	13:40	14:15	0:35
147	purnabrata	14:10	14:35	0:25
148	sanat kumar dutta	14:20	14:30	0:10
149	babita devi	17:00	17:20	0:20
150	ravina das	17:30	17:42	0:12
151	Manohar laha	11:20	12:53	1:33
152	arun kumar bose	11:30	12:32	1:02
153	shankar das	11:40	11:59	0:19
154	lakshman ghosh	11:50	12:09	0:19
155	bithi ghosh	12:17	12:45	0:28
156	sangeeta kumARI	12:20	13:05	0:45
157	ravina das	12:40	13:20	0:40
158	arka sarkar	14:00	14:40	0:40
159	sagata pan	14:15	14:27	0:12
160	pollush balmikie	14:45	15:05	0:20
161	Rishav gandhar	10:15	11:08	0:53
162	sourav sen gupta	10:30	11:00	0:30
163	tripti biswas	11:00	12:15	1:15
164	subash pramanik	11:30	11:48	0:18
165	Kusum devi	10:00	10:50	0:50

166	swami daya prakash	11:40	12:15	0:35
167	dana devi	9:00	11:15	2:15
168	ron joseph holmes	9:15	11:00	1:45
169	rana chowdary	12:00	12:30	0:30
170	subhrajyoti auli	9:40	10:25	0:45
171	Rashik mondal	12:00	13:00	1:00
172	Bharti guin	12:30	13:15	0:45
173	santana banerjee	13:15	14:05	0:50
174	sidhasawar kundu	13:45	14:15	0:30
175	Dipika singh	14:45	14:53	0:08
176	jyotish chandra	14:00	14:52	0:52
177	subarata debnath	14:40	15:04	0:24
178	sanghamitra bose	15:00	15:26	0:26
179	sharmila sharma	15:10	15:35	0:25
180	sambhunath	15:40	16:10	0:30
181	Shyam lal das	9:30	9:54	0:24
182	gour chandra paul	10:00	10:07	0:07
183	manik chandra	10:45	11:08	0:23
184	jhantu kumar sarkar	11:00	11:32	0:32
185	md.sahid	11:30	11:45	0:15
186	bharati islam	10:15	11:00	0:45
187	adhir ghosh	10:00	11:15	1:15
188	premsila devi	11:30	11:50	0:20
189	gouranga goswami	12:00	12:15	0:15
190	niyoti das	11:00	11:20	0:20
191	dolan roy	11:15	11:30	0:15
192	chandan kumar hazra	11:30	11:40	0:10
193	rajpati devi	12:30	12:50	0:20
194	manjit chaudary	15:00	15:15	0:15
195	Subhash ch goshal	11:13	11:48	0:35
196	Rama rani nandie	11:27	11:50	0:23
197	Gagan sabir	11:30	11:55	0:25
198	indra dan	11:55	12:14	0:19
199	sugata samanta	12:00	12:16	0:16
200	vikash kumar mondal	12:03	12:24	0:21
201	Pradip adhikaray	10:00	10:35	0:35
202	ramesh kumar	10:15	10:30	0:15
203	krishna rani mandal	10:30	10:45	0:15
204	gulshan kumar	11:00	11:45	0:45
205	indra bhattachariya	11:15	11:45	0:30
206	Debhashis mukerjee	11:45	11:50	0:05
207	puspanjali nakay	11:30	11:55	0:25
208	Riyan mukerjee	12:00	12:30	0:30

209	b/o jhili hazra	12:05	12:45	0:40
210	b/o alibiya paul	12:10	12:35	0:25
211	inshant anjana	12:15	12:30	0:15
212	JHULEKHA BANU	10:00	10:30	0:30
213	Nistah singha roy	10:15	10:30	0:15
214	devrata mukerjee	11:45	12:00	0:15
215	chandranath acharjee	12:00	12:05	0:05
216	bababli sarkar	12:15	12:55	0:40
217	baby bose	12:30	13:10	0:40
218	Madhurie kumarie	13:00	13:30	0:30
219	jayeti desai	9:00	9:30	0:30
220	archana mondal	10:20	10:50	0:30
221	sabitri devi	11:00	11:15	0:15
222	kabirie nayak	11:10	11:20	0:10
223	Tarun malakar	14:00	14:40	0:40
224	Rama krishna	14:15	14:45	0:30
225	Joshna dey	11:40	12:15	0:35
226	sanjida khattun	12:20	13:00	0:40
227	anju ram devi	12:40	12:50	0:10
228	Dipanwati chatterjee	13:00	13:40	0:40
229	sukhen paul	13:15	14:00	0:45
230	kasim anari	13:30	14:05	0:35
231	vaisnabi takhur	15:00	15:45	0:45
232	Mina chakraborty	10:15	10:30	0:15
233	Arkhideep	10:30	10:58	0:28
234	Sadhna dev	10:45	11:45	1:00
235	aryan chowdharie	11:45	12:25	0:40
236	kalpana chatterjee	13:45	14:52	1:07
237	SANAT CHATTERJEE	9:45	10:45	1:00
238	Ranjit kumar bahadra	10:15	10:32	0:17
239	chahina roy	10:30	10:55	0:25
240	sapan rudhi das	11:00	11:45	0:45
241	pradip kumar	11:30	11:42	0:12
242	Br das	11:45	12:50	1:05
243	sanaka ghosh	11:30	11:58	0:28
244	sashi bushan sinha	12:00	12:10	0:10
245	md mobarrak ansarie	12:15	12:34	0:19
246	Nayan ranjan	12:00	12:30	0:30
247	madan mohan gosh	12:20	12:54	0:34
248	sobybhik	12:30	12:58	0:28
249	Rakhal mishra	10:00	10:45	0:45
250	vasudev gosh	10:00	10:50	0:50
251	wahida bibi	11:30	11:40	0:10

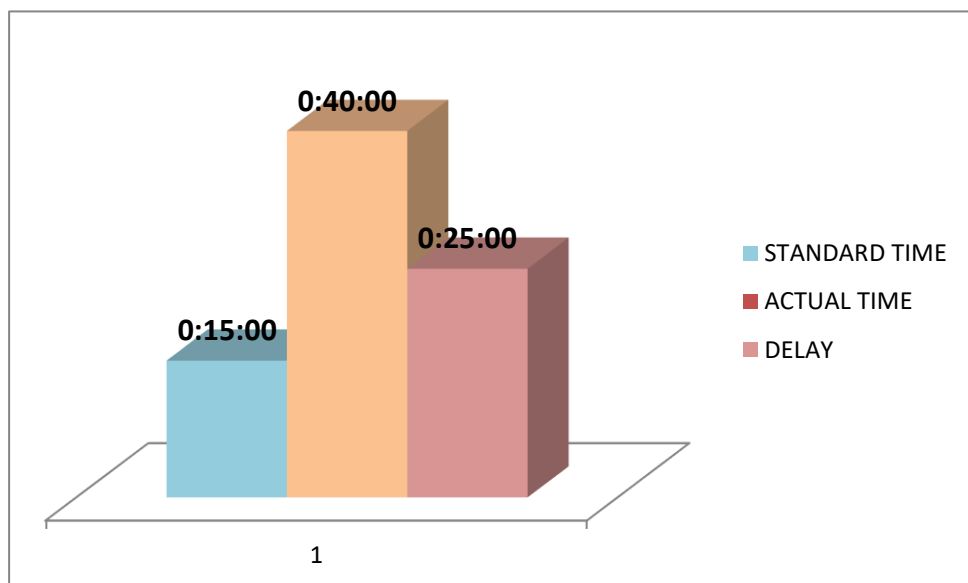
252	snigdha majhi	11:50	12:01	0:11
253	bamdev sharma	12:10	12:20	0:10
254	sandeep samanta	12:20	12:42	0:22
255	rekha baranwal	12:30	12:33	0:03
256	sunita banerjee	14:30	14:45	0:15
257	suman das	14:40	15:30	0:50
258	niket kumar	14:50	15:05	0:15
259	shukla dutta	15:05	15:45	0:40
260	nbani sengupta	15:25	15:35	0:10
261	kalpana gorai	10:30	11:15	0:45
262	mridulendu ghosh	11:00	11:25	0:25
263	falguni mukherjee	17:00	17:05	0:05
264	nasral sk	10:45	10:55	0:10
265	debashish	11:35	11:55	0:20
266	saroj roy	10:45	10:47	0:02
267	sunil mukherjee	11:00	11:43	0:43
268	shubha santhosh	11:45	11:55	0:10
269	nirupama ghosal	11:00	11:28	0:28
270	archana biswas	11:15	11:48	0:33
271	swapan kumar	13:30	13:55	0:25
272	guljari	13:50	15:15	1:25
273	radiya naaz	14:10	15:07	0:57
274	duraksha	14:20	15:14	0:54
275	parul maitra	14:40	15:26	0:46
276	kalpana mondal	10:15	10:35	0:20
277	dipali bannerjee	11:15	11:20	0:05
278	shubha santhosh	11:30	11:40	0:10
279	keya ghosal	12:30	13:05	0:35
280	joy prakash chatterjee	12:30	13:10	0:40
281	minati sarkar	13:05	13:42	0:37
282	sujatay	13:10	13:50	0:40
283	Azgar	13:15	14:00	0:45
284	tuli barman	13:35	14:50	1:15
285	manoj prasad	11:50	12:31	0:41
286	parveen	10:12	11:50	1:38
287	sunil mukherjee	10:28	11:30	1:02
288	kusum kerdiya	10:00	11:02	1:02
289	pankaj sinha	10:20	10:56	0:36
290	M.R adhikary	10:30	10:45	0:15
291	akila khatun	10:50	11:20	0:30
292	saroj roy	10:00	10:16	0:16
293	sushanta	10:30	10:56	0:26
294	gabardhan dhobi	11:15	11:20	0:05

295	sujatay	11:17	11:24	0:07
296	subrata	11:40	11:59	0:19
297	nayan nohan	12:00	12:25	0:25
298	parbati acherjee	12:30	12:38	0:08
299	rabin bouri	11:30	11:56	0:26
300	uma chattopadhyay	11:58	12:05	0:07
301	Ananda kundu	10:45	11:00	0:15
302	Parnashree Dey	11:20	11:45	0:25
303	Radha krishna	10:40	11:04	0:24
304	Najrul Haque	11:55	12:26	0:31
305	Jinnath ali	13:40	14:00	0:20
306	Durjaya mondal	10:15	11:30	1:15
307	Lakhraniya	10:30	11:55	1:25
308	nivedita	10:45	12:35	1:50
309	Mangla jana	11:30	11:50	0:20
310	Farahat parveen	11:00	15:33	4:33
311	Sayantika	14:00	14:40	0:40
312	b/o swati agarwal	14:10	14:25	0:15
313	sambit	14:20	15:05	0:45
314	LAXMI rani das	12:00	13:25	1:25
315	Tara devi	12:25	12:35	0:10
316	pratima roy	14:00	15:15	1:15
317	kamala chattaraj	10:00	10:17	0:17
318	Nand kishore	10:15	10:25	0:10
319	Rokhaiyakhatton	10:30	10:59	0:29
320	Durga padaroy	14:00	14:23	0:23
321	Mousami	14:15	14:30	0:15
322	dipak kumar	14:00	14:15	0:15
323	L. kujur	14:30	15:23	0:53
324	Partha Pratim	10:30	10:50	0:20
325	Debashish Achar	10:45	11:25	0:40
326	Nandlal ghosh	11:00	11:30	0:30
327	Subhas Ruidas	11:15	12:15	1:00
328	Sneha yadav	15:00	15:35	0:35
329	Babita chatterjee	15:25	15:45	0:20
330	Madhumita chatterjee	15:35	15:50	0:15
331	indira banerjee	16:00	16:25	0:25
332	Sangita Biswas	16:20	17:00	0:40
333	sujoy guin	12:30	13:00	0:30
334	Rajan ojha	13:15	13:45	0:30
335	Abhijeet mondal	13:30	15:30	2:00
336	Seetal khesri	10:40	11:20	0:40
337	Sanjay	11:10	11:42	0:32

338	Subrata	11:20	11:40	0:20
339	Tara pada	11:30	11:50	0:20
340	jaman joy	10:50	11:00	0:10
341	vijay laxmie	11:40	12:05	0:25
342	jamail akhtar	11:30	12:10	0:40
343	Ajit mondal	11:40	13:33	1:53
344	Reena	11:45	13:00	1:15
345	Mdjabir ansarie	14:09	14:23	0:14
346	Ramesh saren	12:00	12:20	0:20
347	dedarghya	11:00	12:55	1:55
348	I kumar	11:15	11:30	0:15
349	badshah mondal	12:20	12:30	0:10
350	bappaditya mukherjee	12:45	13:00	0:15
351	salma ferdousi	12:10	12:50	0:40
352	smiriti dutta	12:30	13:56	1:26
353	vasundhra	12:20	12:40	0:20
354	Trishita chatterjee	13:00	13:20	0:20
355	Manikh mondal	13:10	14:37	1:27
356	Kairun nesha	10:10	10:46	0:36
357	Neha sharma	10:20	10:50	0:30
358	Amiya bannerjee	10:50	11:10	0:20
359	manka	11:00	11:30	0:30
360	Rita chakraborty	11:50	14:02	2:12
361	Maya sarkhal	10:30	10:50	0:20
362	Ghayansham prasad	10:45	11:20	0:35
363	kalpana goshwami	11:00	11:40	0:40
364	Lata bhandari	11:30	11:55	0:25
365	Tanmoy sarkhel	12:00	12:15	0:15
366	MERINA bibi	11:30	12:00	0:30
367	Dabhasis das	11:50	12:10	0:20
368	Madhu mita das	12:00	12:10	0:10
369	Tapan munshi	11:40	11:50	0:10
370	sukumar laha	12:40	12:50	0:10
371	ALEYA begam	10:30	11:50	1:20
372	Laxmi korar	11:00	11:40	0:40
373	santosh gosh	11:30	12:15	0:45
374	Munni devi	11:45	12:50	1:05
375	udaye gopal	12:30	12:55	0:25
376	KALPANA mir	9:15	11:43	2:28
377	bandita Roy	9:30	10:00	0:30
378	Debrata hazra	11:30	12:30	1:00
379	Monalisha dubay	11:35	13:45	2:10
380	Atashi dana	11:45	12:00	0:15

381	krishna sen	12:15	14:30	2:15
382	kalpan koley	14:30	15:15	0:45
383	SUBHASH piyne	11:45	13:44	1:59
384	krishna sen	12:30	12:35	0:05
385	Tarun kumar	13:00	15:55	2:55
386	menka nagi	13:45	14:35	0:50
387	jaypraksh yadav	14:15	15:50	1:35
388	Noor jhankhattun	14:00	16:44	2:44
389	Mamta verma	14:50	16:22	1:32
390	Tanushree roy	15:05	16:54	1:49
391	Ahi verma	15:25	15:48	0:23
392	sarabanti takhur	15:50	17:32	1:42
393	Mithu gosh	10:15	10:52	0:37
394	chhohari devi	10:30	12:43	2:13
395	Amit kr.ghosh	11:00	11:32	0:32
396	Dharma dev singh	11:10	12:54	1:44
397	sabmayasmin	11:30	12:02	0:32
398	Pārbati acherjee	11:20	13:15	1:55
399	subhankar modal	12:20	13:40	1:20
400	Anita chai	12:30	13:40	1:10
				0:40

STANDARD TIME	ACTUAL TIME	DELAY
0:15:00	0:40:00	0:25:00



SL.NO	Pat.name	Appt.time	In-time	Difference
1	jharna singha	15:30	15:45	0:15
2	Md jaluddin	15:35	16:04	0:29
3	julan das	15:40	16:00	0:20
4	smriti mahato	15:45	16:44	0:59
5	gita chakraborty	16:15	16:53	0:38
6	sandeep sardar	10:00	11:15	1:15
7	Mk mukerjee	10:50	11:30	0:40
8	sonali chakraborty	10:45	12:10	1:25
9	Umesh yadav	11:00	11:45	0:45
10	dlip kumar dev	10:45	12:00	1:15
11	papiya bibi	11:45	12:20	0:35
12	saraboni jana	14:00	14:49	0:49
13	Manikh mondal	14:15	14:29	0:14
14	Mishita garai	11:00	12:00	1:00
15	Sayana khattun	11:20	12:12	0:52
16	sarmila pal	12:00	13:10	1:10
17	sukumar ranjan sinha	12:00	12:25	0:25
18	dlip kumunkhar	12:10	12:35	0:25
19	Ira begum	12:20	12:45	0:25
20	Tanmaye kuyri	15:05	15:25	0:20
21	usha devi	12:40	12:45	0:05
22	shalil mohan bali	12:55	12:58	0:03
23	Rita majjum dar	13:05	13:15	0:10
24	Ashim kumar paul	13:30	13:35	0:05
25	Anita biswas	10:50	12:00	1:10
26	samaul seikh	10:55	12:28	1:33
27	puskar chattarj	11:05	12:34	1:29
28	jitendra ram	11:15	12:46	1:31
29	jayanta basu rey	11:45	12:40	0:55
30	Gopa paul	13:30	14:15	0:45
31	chumki danagaliya	13:40	14:25	0:45
32	SABIKH MIA	14:00	14:40	0:40
33	dlip kumar dev	14:10	14:50	0:40
34	pradip kumar mukerjee	14:20	15:00	0:40

35	Sabarna hatti	11:45	13:29	1:44
36	Santa banerjee	17:15	17:24	0:09
37	sobha saam	9:45	10:36	0:51
38	ulla chattopadyha	10:00	11:24	1:24
39	jagnarrayan sharma	10:30	10:54	0:24
40	Makar pranamik	11:15	11:17	0:02
41	Manju sinha	10:00	11:59	1:59
42	era bhadurie	10:45	11:51	1:06
43	Subharta mukerjee	10:20	11:15	0:55
44	sumanta mukerjee	10:40	11:38	0:58
45	vinodni ghosh	11:00	11:46	0:46
46	sital keshrie	12:00	12:09	0:09
47	Moumita sin roy	10:08	11:30	1:22
48	Mohitosh chatterjee	10:00	10:36	0:36
49	anubha dutta	10:20	11:32	1:12
50	AKHLIMA KHATTUN	10:40	12:01	1:21
51	Aftab ahmed	11:30	11:55	0:25
52	aahana sarkar	11:45	11:48	0:03
53	nargis bibi	12:00	12:05	0:05
54	prema devi	12:40	13:20	0:40
55	ankita jaiswara	9:45	12:00	2:15
56	Biswapati	10:30	12:00	1:30
57	sunanda chakrabrty	15:00	15:32	0:32
58	sujata mondal	15:15	15:38	0:23
59	saroj roy	10:30	11:35	1:05
60	arun kumar khan	11:00	11:55	0:55
61	amal kumar	12:15	12:20	0:05
62	arpita das	16:00	16:05	0:05
63	shukla dutta	12:35	12:38	0:03
64	Amarpali	12:40	12:45	0:05
65	pradip kumar	12:50	12:52	0:02
66	tejashri kar	12:00	12:58	0:58
67	Shreyansh	12:20	12:43	0:23
68	tanish sekh	12:30	12:45	0:15
69	sharda devi dalmia	10:50	11:01	0:11
70	bina bhanja	10:15	10:31	0:16
71	mita maria	11:15	11:35	0:20
72	ranjit singh	11:30	11:34	0:04
73	lekha basak	12:30	12:50	0:20
74	Reshmi	12:40	13:42	1:02
75	Biswajit	13:30	13:50	0:20
76	munna rai	13:35	13:58	0:23
77	santosh mukherjee	13:00	14:24	1:24

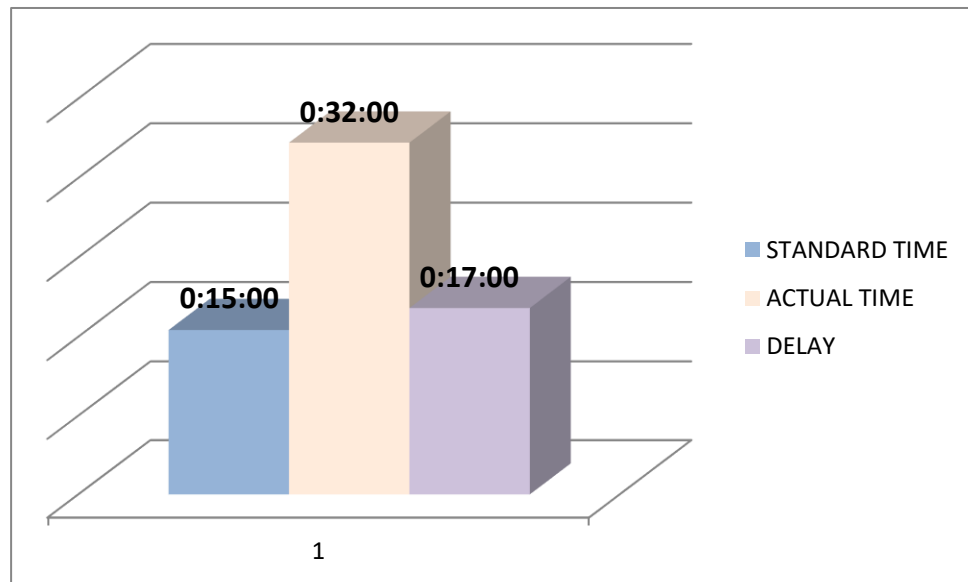
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79	jharna ghosh	14:00	14:59	0:59
80	tirthadhan das	14:30	14:40	0:10
81	swapan kumar musib	14:50	15:05	0:15
82	Md.nuruddin	12:00	12:14	0:14
83	haridas sarkar	12:45	12:50	0:05
84	subarta sarkar	16:10	16:16	0:06
85	binod kumar	16:00	16:07	0:07
86	krishna mohan	11:45	11:51	0:06
87	Shivnath	11:30	11:37	0:07
88	dilshad ahmad	12:00	12:05	0:05
89	ganga dulal	12:15	12:32	0:17
90	arup kumar ghosh	14:20	14:25	0:05
91	payel halder	14:30	14:40	0:10
92	bina kundu	15:00	15:10	0:10
93	soumendra nath roy	11:45	11:53	0:08
94	soumen mishra	11:54	12:00	0:06
95	ashiq iqbal	10:00	10:15	0:15
96	meera mondal	10:04	10:20	0:16
97	sulekha khatoon	10:20	10:40	0:20
98	sk Khalid	11:00	11:10	0:10
99	anjali ghosh	11:40	12:25	0:45
100	suban low	12:00	12:35	0:35
101	jharna singha	15:30	15:45	0:15
102	Md jaluddin	15:35	16:04	0:29
103	julan das	15:40	16:22	0:42
104	smriti mahato	15:45	15:56	0:11
105	gita chakraborty	16:15	16:53	0:38
106	sandeep sardar	10:00	11:15	1:15
107	Mk mukerjee	10:50	11:30	0:40
108	sonali chakraborty	10:45	12:10	1:25
109	Umesh yadav	11:00	11:45	0:45
110	dlip kumar dev	10:45	12:00	1:15
111	papiya bibi	11:45	12:20	0:35
112	saraboni jana	14:00	14:49	0:49
113	Manikh mondal	14:15	14:29	0:14
114	Mishita garai	11:00	12:00	1:00
115	Sayana khattun	11:20	12:12	0:52
116	sarmila pal	12:00	12:14	0:14
117	sukumar ranjan sinha	12:00	12:25	0:25
118	dlip kumunkhar	12:10	12:35	0:25
119	Ira begum	12:20	12:45	0:25

120	Tanmaye kuyri	15:05	15:25	0:20
121	usha devi	12:40	12:45	0:05
122	shalil mohan bali	12:55	13:10	0:15
123	Rita majjum dar	13:05	13:15	0:10
124	Ashim kumar paul	13:30	13:35	0:05
125	Anita biswas	10:50	11:13	0:23
126	samaul seikh	10:55	11:12	0:17
127	puskar chattarj	11:05	11:29	0:24
128	jitendra ram	11:15	11:54	0:39
129	jayanta basu rey	11:45	12:00	0:15
130	Gopa paul	13:30	13:54	0:24
131	chumki danagaliya	13:40	14:25	0:45
132	SABIKH MIA	14:00	14:23	0:23
133	dlip kumar dev	14:10	14:50	0:40
134	pradip kumar mukerjee	14:20	15:00	0:40
135	Sabarna hatti	11:45	12:00	0:15
136	Santa banerjee	17:15	17:24	0:09
137	sobha saam	9:45	10:36	0:51
138	ulla chattopadyha	10:00	10:17	0:17
139	jagnarrayan sharma	10:30	10:54	0:24
140	Makar pranamik	11:15	11:17	0:02
141	Manju sinha	10:00	10:30	0:30
142	era bhadurie	10:45	11:01	0:16
143	Subharta mukerjee	10:20	11:15	0:55
144	sumanta mukerjee	10:40	11:05	0:25
145	vinodni ghosh	11:00	11:46	0:46
146	sital keshrie	12:00	12:09	0:09
147	Moumita sin roy	10:08	10:30	0:22
148	Mohitosh chatterjee	10:00	10:36	0:36
149	anubha dutta	10:20	10:43	0:23
150	AKHLIMA KHATTUN	10:40	11:02	0:22
151	tushar kanti	15:20	15:28	0:08
152	krishna ghosh	15:25	16:19	0:54
153	rabindranath nandi	15:35	16:29	0:54
154	supti saha	16:05	16:36	0:31
155	shibani das	16:30	16:43	0:13
156	daya Shankar	16:50	17:37	0:47
157	indrani halder	17:20	18:12	0:52
158	Soma Das	10:15	10:59	0:44
159	saswata dirghangi	16:37	17:00	0:23
160	Mahfuza	10:45	11:09	0:24
161	Sushanta	11:42	11:50	0:08

162	Dringa Das	12:35	12:45	0:10
163	mousumi ghosal	13:30	13:40	0:10
164	Sandip	14:15	14:34	0:19
165	Sadhna	15:38	16:05	0:27
166	Dipika	17:10	17:45	0:35
167	puja kumara	14:29	14:54	0:25
168	Prity	12:10	12:55	0:45
169	baby Prasad	12:20	12:40	0:20
170	Srimati	12:15	12:30	0:15
171	Anjana	13:45	14:10	0:25
172	indu devi	11:15	11:30	0:15
173	tapati kar	11:30	12:00	0:30
174	deepa banerjee	11:45	11:50	0:05
175	remen mitra	13:10	13:40	0:30
176	Jaydeb	13:30	13:45	0:15
177	Ravi nandan	11:00	11:53	0:53
178	Ankit	11:20	11:43	0:23
179	Bristorekhar	11:39	12:10	0:31
180	Shaytam	11:50	12:25	0:35
181	B/O pujor	12:05	12:36	0:31
182	Sadhana mukerjee	10:45	11:00	0:15
183	Ajit konar	11:00	11:28	0:28
184	Rena hazra	15:05	15:30	0:25
185	Bharti roy	11:05	11:40	0:35
186	Rajesh Rajak	11:40	12:00	0:20
187	Tumpa	12:40	13:06	0:26
188	Saha devi	12:45	13:21	0:36
189	Pathick	10:15	10:30	0:15
190	Hironmoyaa	10:30	11:35	1:05
191	Md javad	11:00	11:25	0:25
192	Anarmati devi	11:30	11:55	0:25
193	Anab dutta	12:00	12:38	0:38
194	Md salauddin	11:45	12:12	0:27
195	Shabihini	12:30	12:46	0:16
196	Anima	13:00	13:08	0:08
197	Nur shaja	14:20	14:30	0:10
198	Swapan kumar	11:20	12:00	0:40
199	Rani maji	11:30	11:40	0:10
200	Rina tapar	11:50	12:00	0:10

AVG= 0:32 MIN

STANDARD TIME	ACTUAL TIME	DELAY
0:15:00	0:32:00	0:17:00



Average queuing time for billing

	Pat.name	In-time	BILLING TIME	DIFFERENCE
1	jharna singha	15:45	15:49	0:04
2	Md jaluddin	16:04	16:08	0:04
3	julan das	16:00	16:07	0:07
4	smriti mahato	16:44	16:48	0:04
5	gita chakraborty	16:53	16:55	0:02
6	sandeep sardar	11:15	11:18	0:03
7	Mk mukerjee	11:30	11:46	0:16
8	sonali chakraborty	12:10	12:17	0:07
9	Umesh yadav	11:45	12:02	0:17
10	dlip kumar dev	12:00	12:05	0:05
11	papiya bibi	12:20	12:28	0:08
12	saraboni jana	14:49	15:00	0:11
13	Manikh mondal	14:29	14:33	0:04
14	Mishita garai	12:00	12:08	0:08

15	Sayana khattun	12:12
16	sarmila pal	13:10
17	sukumar ranjan sinha	12:25
18	dlip kumunkhar	12:35
19	Ira beggum	12:45
20	Tanmaye kuyri	15:25
21	usha devi	12:45
22	shalil mohan bali	12:58
23	Rita majjum dar	13:15
24	Ashim kumar paul	13:35
25	Anita biswas	12:00
26	samaul seikh	12:28
27	puskar chattarj	12:34
28	jitendra ram	12:46
29	jayanta basu rey	12:40
30	Gopa paul	14:15
31	chumki danagaliya	14:25
32	SABIKH MIA	14:40
33	dlip kumar dev	14:50
34	pradip kumar mukerjee	15:00
35	Sabarna hatti	13:29
36	Santa banerjee	17:24
37	sobha saam	10:36
38	ulla chattopadyha	11:24
39	jagnarayan sharma	10:54
40	Makar pranamik	11:17
41	Manju sinha	11:59
42	era bhadurie	11:51
43	Subharta mukerjee	11:15
44	sumanta mukerjee	11:38
45	vinodni ghosh	11:46
46	sital keshrie	12:09
47	Moumita sin roy	11:30
48	Mohitosh chatterjee	10:36
49	anubha dutta	11:32
50	AKHLIMA KHATTUN	12:01
51	Aftab ahmed	11:55
52	aahana sarkar	11:48
53	nargis bibi	12:05
54	prema devi	13:20
55	ankita jaiswara	12:00
56	biswapati	12:00

12:19	0:07
13:18	0:08
12:30	0:05
12:40	0:05
13:02	0:17
15:36	0:11
13:00	0:15
13:22	0:24
13:19	0:04
13:44	0:09
12:13	0:13
12:43	0:15
12:44	0:10
12:56	0:10
12:53	0:13
14:26	0:11
14:32	0:07
14:48	0:08
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13:34	0:05
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10:44	0:08
11:40	0:08
12:10	0:09
12:00	0:05
11:52	0:04
12:11	0:06
13:28	0:08
12:10	0:10
12:05	0:05

57	sunanda chakrabrty	15:32
58	sujata mondal	15:38
59	saroj roy	11:35
60	arun kumar khan	11:55
61	amal kumar	12:20
62	arpita das	16:05
63	shukla dutta	12:38
64	amarpali	12:45
65	pradip kumar	12:52
66	tejashri kar	12:58
67	shreyansh	12:43
68	tanish sekh	12:45
69	sharda devi dalmia	11:01
70	bina bhanja	10:31
71	mita maria	11:35
72	ranjit singh	11:34
73	lekha basak	12:50
74	reshmi	13:42
75	biswajit	13:50
76	munna rai	13:58
77	santosh mukherjee	14:24
78	sahil riyen paul	14:00
79	jharna ghosh	14:59
80	tirthadhan das	14:40
81	swapan kumar musib	15:05
82	Md.nuruddin	12:14
83	haridas sarkar	12:50
84	subarta sarkar	16:16
85	binod kumar	16:07
86	krishna mohan	11:51
87	shivnath	11:37
88	dilshad ahmad	12:05
89	ganga dulal	12:32
90	arup kumar ghosh	14:25
91	payel halder	14:40
92	bina kundu	15:10
93	soumendra nath roy	11:53
94	soumen mishra	12:00
95	ashiq iqbal	10:15
96	meera mondal	10:20
97	sulekha khatoon	10:40
98	sk khalid	11:10
99	anjali ghosh	12:25

15:38	0:06
15:44	0:06
11:38	0:03
11:58	0:03
12:24	0:04
16:10	0:05
12:44	0:06
12:49	0:04
12:58	0:06
13:04	0:06
12:48	0:05
12:49	0:04
11:08	0:07
10:37	0:06
11:38	0:03
11:39	0:05
12:55	0:05
13:48	0:06
13:58	0:08
14:05	0:07
14:28	0:04
14:05	0:05
15:05	0:06
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12:55	0:05
16:22	0:06
16:12	0:05
11:55	0:04
11:45	0:08
12:10	0:05
12:36	0:04
14:30	0:05
14:48	0:08
15:15	0:05
11:55	0:02
12:08	0:08
10:20	0:05
10:25	0:05
10:48	0:08
11:18	0:08
12:29	0:04

100	suban low	12:35
101	jharna singha	15:45
102	Md jaluddin	16:04
103	julan das	16:22
104	smriti mahato	15:56
105	gita chakraborty	16:53
106	sandeep sardar	11:15
107	Mk mukerjee	11:30
108	sonali chakraborty	12:10
109	Umesh yadav	11:45
110	dlip kumar dev	12:00
111	papiya bibi	12:20
112	saraboni jana	14:49
113	Manikh mondal	14:29
114	Mishita garai	12:00
115	Sayana khattun	12:12
116	sarmila pal	12:14
117	sukumar ranjan sinha	12:25
118	dlip kumunkhar	12:35
119	Ira beggum	12:45
120	Tanmaye kuyri	15:25
121	usha devi	12:45
122	shalil mohan bali	13:10
123	Rita majjum dar	13:15
124	Ashim kumar paul	13:35
125	Anita biswas	11:13
126	samaul seikh	11:12
127	puskar chattarj	11:29
128	jitendra ram	11:54
129	jayanta basu rey	12:00
130	Gopa paul	13:54
131	chumki danagaliya	14:25
132	SABIKH MIA	14:23
133	dlip kumar dev	14:50
134	pradip kumar mukerjee	15:00
135	Sabarna hatti	12:00
136	Santa banerjee	17:24
137	sobha saam	10:36
138	ulla chattopadyha	10:17
139	jagnarayan sharma	10:54
140	Makar pranamik	11:17
141	Manju sinha	10:30

12:40	0:05
15:50	0:05
16:10	0:06
16:28	0:06
16:00	0:04
16:59	0:06
11:20	0:05
11:35	0:05
12:14	0:04
11:48	0:03
12:06	0:06
12:25	0:05
14:55	0:06
14:34	0:05
12:12	0:12
12:24	0:12
12:19	0:05
12:30	0:05
12:38	0:03
12:50	0:05
15:30	0:05
12:50	0:05
13:15	0:05
13:20	0:05
13:40	0:05
11:20	0:07
11:18	0:06
11:32	0:03
12:00	0:06
12:10	0:10
13:58	0:04
14:28	0:03
14:26	0:03
14:55	0:05
15:05	0:05
12:05	0:05
17:28	0:04
10:40	0:04
10:22	0:05
10:58	0:04
11:22	0:05
10:35	0:05

142	era bhadurie	11:01
143	Subharta mukerjee	11:15
144	sumanta mukerjee	11:05
145	vinodni ghosh	11:46
146	sital keshrie	12:09
147	Moumita sin roy	10:30
148	Mohitosh chatterjee	10:36
149	anubha dutta	10:43
150	AKHLIMA KHATTUN	11:02

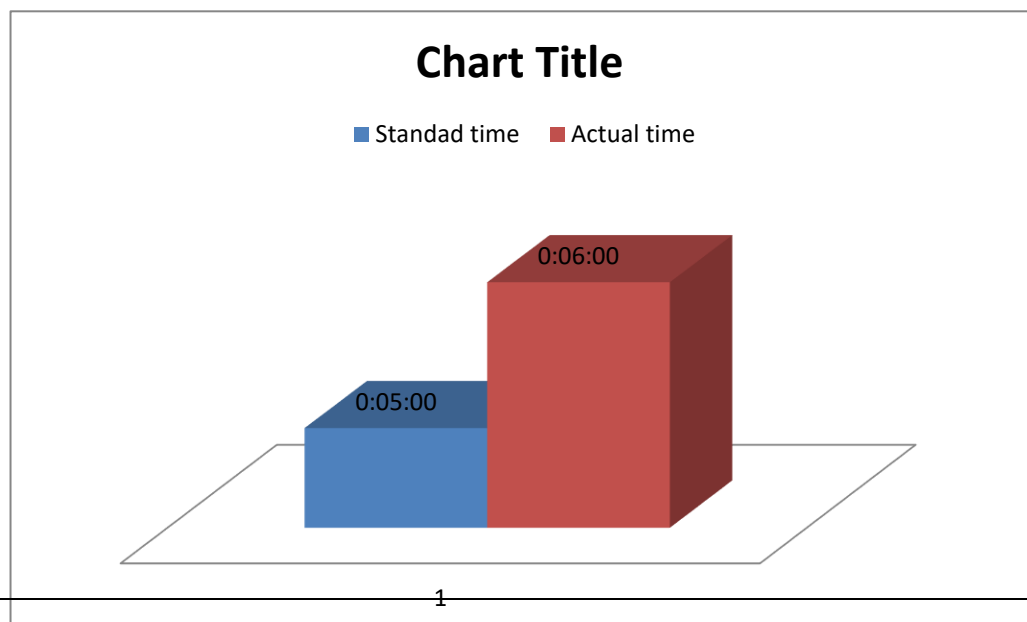
11:05	0:04
11:20	0:05
11:10	0:05
11:48	0:02
12:12	0:03
10:35	0:05
10:40	0:04
10:48	0:05
11:05	0:03

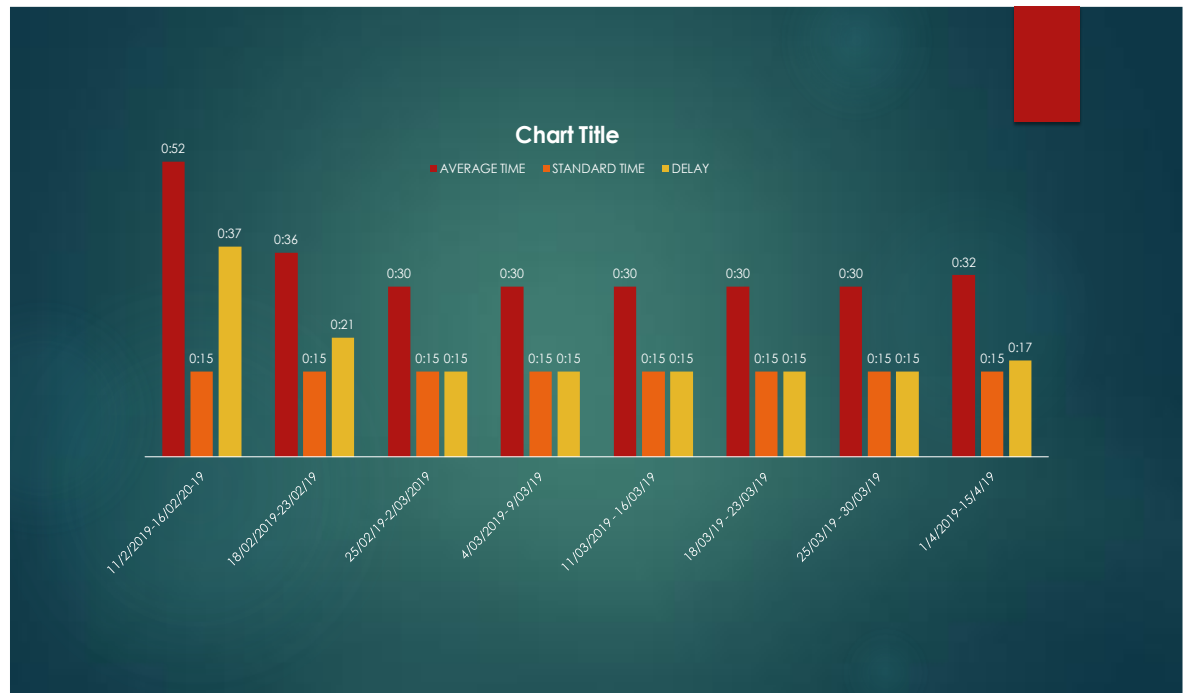
A

0:06

AVG =0:06 min

STANDARD TIME	ACTUAL TIME	DELAY
0.05.00	0.06.00	0.01.00





LITERATURE REVIEW

- **DONE BY:** - Eisha Sang wan

TITLE: - Process Mapping and identification of bottlenecks leading to increase in turn around time to patients in the Out-patient department.

STUDY: - This case study focuses on understanding the current process flow in the outpatient clinic, analyzing the waiting time, finding out the reasons while trying to propose solutions for the same. A quantitative analysis to study the Turnaround Time of consultation in the Outpatients department of Columbia Asia Hospital, Salt Lake, Kolkata. To study the process flow and calculate patient waiting time at different touch points.(3)

Objectives:

- To identify the determinants which causes delay in consultation process.
- To bring transparency in process
- To map the process and identifying wastes in process.
- To provide waste free process that can decrease patient waiting time.

Aim:

To identify bottlenecks and inefficiencies along patient pathways to improve patient waiting time at The Mission Hospital, Durgapur

Methodology:

- ❖ Data collection method-

The data will be collected using both by primary data collection methods as well as secondary sources.

- ✓ **PRIMARY DATA:** Most of the information will be gathered through primary sources. The method that will be used to collect primary data are interviewing of the patients.
- ✓ **SECONDARY DATA:** secondary data will be collected through:
 - Text Books
 - Magazines
 - Journals
 - Websites

Research Design: The research design used in this study on both 'Descriptive' and 'exploratory'

SAMPLING TECHNIQUE: The technique will be used for conducting the study will convenience sampling technique as sample of respondents will be chosen according to convenience.

SAMPLE SIZE: - 600 Patients

STASTICAL TOOLS:

The tools use in this study wills MS-EXCEL, MS-WORD. MS-EXCEL use to prepare pie- charts and graphs. MS-WORD was used to prepare or write the whole project report.

RESEARCH QUESTION

- What are the factors leading in increasing of turn-around time in OPD?

Rationale:

Out-patient Department in any hospital is considering being a shop window of hospitals. An Out-patient service is the most important service provided by all hospitals as it is point of contact between a hospital and the community and serves many patients at a low cost. Successful and efficient management of hospital can lighten the burden on the patient words.

Problem Justification:

- Inappropriate time scheduling of consultations.
- Patient take two consultation appointment at the same day which result in delay of either department.
- .
- Confusion among patients about their time.
- patient arriving before or after the appointment time.

VARIABLE: -

- Average waiting time of the patients (table – 1)

RESULTS: -

- There was delay in patient's consultation
- Average delay was 36 minutes
- The average queuing time for billing is 6 min

RECOMMENDATIONSS: -

- Systems at billing section should be updated.
- Segregation of billing counter should be there.

- In case patients want to consult two doctors on the same day then there should be gap of at least 2 hours between the two appointments.
- Proper signage should be present
- Reduce the step in process particularly that does not add value-TOKEN Counter.
- First line doctors consultation time should be from 12:00pm – 5:00 pm.
- and second line doctors consultation time should be from 8:00 am – 11:00 am.
- Encouragement of opd feedback from the patient by front office staff
- Maintain of HIS for the efficient working of the hospital
- Proper maintenance of case file by the opd assistant
- The review patients must be informed by the OPD assistant in advance about the availability of the doctor in the OPD
- Separate information centers for addressing the patient queries
- Regular maintenance of the smart card machine and the computer

Conclusion

- The outpatient Department was observed to understand the process in the OPD. It was observed that the staff was sincere towards their work and dedicated to the patient care but there was lack of coordination in the patient flow . The staff was not well groomed in soft skill and in handling patient queries and the OPD was not well organized also .Also the new patient attending the OPD were followed through each of the process they underwent to calculate the TAT for the patient and the average was 32 min. Many patient has spend was around 10- 15 min in reception area . majority of the patient had to wait for more than 20min for the doctor consultation . while the average consultancy was found to be 10 min.

REFERENCES

<https://www.iihmr.edu.in/student-dissertation/2015-2017/process-mapping-and-identification-of-bottlenecks-leading-to-increase-in-turnaround-time-of-patients-in-the-outpatients-department>

ANNEXURES

TABLE – 1

	Pat.name	Appt.time	In-time	<i>Difference</i>
1	Aftab ahmed	11:30	11:55	0:25
2	aahana Sarkar	11:45	11:48	0:03
3	nargis bibi	12:00	12:05	0:05
4	prema devi	12:40	13:20	0:40
5	ankita jaiswara	9:45	12:00	2:15
6	biswapati	10:30	12:00	1:30
7	sunanda chakrabrty	15:00	17:00	2:00
8	sujata mondal	15:15	17:15	2:00
9	saroj roy	10:30	11:35	1:05
10	arun kumar khan	11:00	11:55	0:55
11	amal kumar	12:15	12:20	0:05
12	arpita das	16:00	16:05	0:05
13	shukla dutta	12:35	12:38	0:03
14	amarpali	12:40	12:45	0:05
15	pradip kumar	12:50	12:52	0:02
16	tejashri kar	12:00	12:58	0:58
17	shreyansh	12:20	13:45	1:25
18	tanish sekh	12:30	14:15	1:45
19	sharda devi dalmia	10:50	11:50	1:00
20	bina bhanja	10:15	11:18	1:03
21	mita maria	11:15	12:14	0:59
22	ranjit singh	11:30	11:34	0:04
23	lekha basak	12:30	12:50	0:20
24	reshmi	12:40	13:42	1:02
25	biswajit	13:30	13:50	0:20
26	munna rai	13:35	13:58	0:23
27	santosh mukherjee	13:00	14:24	1:24
28	sahil riyen paul	13:30	14:00	0:30
29	jharna ghosh	14:00	14:59	0:59
30	tirthadhan das	14:30	14:40	0:10
31	swapan kumar musib	14:50	15:05	0:15
32	Md.nuruddin	12:00	12:14	0:14
33	haridas sarkar	12:45	12:50	0:05
34	subarta sarkar	16:10	16:16	0:06
35	binod kumar	16:00	16:07	0:07
36	krishna mohan	11:45	11:51	0:06

37	shivnath	11:30	11:37	0:07
38	dilshad ahmad	12:00	12:05	0:05
39	ganga dulal	12:15	12:55	0:40
40	arup kumar ghosh	14:20	14:25	0:05
41	payel halder	14:30	14:40	0:10
42	bina kundu	15:00	15:10	0:10
43	soumendra nath roy	11:45	11:53	0:08
44	soumen mishra	11:54	12:00	0:06
45	ashiq iqbal	10:00	10:15	0:15
46	meera mondal	10:04	10:20	0:16
47	sulekha khatoon	10:20	10:40	0:20
48	sk khalid	11:00	11:10	0:10
49	anjali ghosh	11:40	12:25	0:45
50	suban low	12:00	12:35	0:35
51	Khairaunnesha	11:30	12:40	1:10
52	hasina bibi	11:40	12:55	1:15
53	sunita devi	12:20	13:20	1:00
54	bijaya deb	12:40	13:05	0:25
55	surabhi shreyas	12:10	14:35	2:25
56	lila devi jatia	12:20	13:05	0:45
57	tapan kumar sengupta	10:30	11:25	0:55
58	gopal dutta	10:45	11:35	0:50
59	hasna hena begam	12:00	12:58:00	0:58
60	bimal kumar singh	12:30	13:20	0:50
61	sabitri dubey	12:35	13:30	0:55
62	anita jatiya	12:45	13:50	1:05
63	husna parveen	13:15	14:15	1:00
64	J Chakarborty	10:00	11:30	1:30
65	namita roy	14:00	14:54	0:54
66	tarun sinhs	14:15	14:30	0:15
67	sabita kundu	14:30	15:15	0:45
68	goutam paul	12:00	13:20	1:20
69	shiv nandan prassad	12:30	13:58	1:28
70	Biswa joy dutta	15:15	15:20	0:05
71	chandana banerjee	15:20	15:27	0:07
72	sanita biswas	15:40	16:15	0:35
73	gourie mondal	15:45	16:06	0:21
74	Archana chakraborty	10:00	10:55	0:55
75	surja mukhie laha	10:15	12:35	2:20
76	rekha agarwal	10:20	10:40	0:20
77	arikh saha	12:05	12:20	0:15
78	pradip swain	13:45	14:00	0:15
79	Bhanu devi	12:30	13:05	0:35
80	Sidhan chakarborty	17:14	18:18	1:04
81	astosh mukherjee	17:15	17:44	0:29
82	arit kumar	17:25	17:32	0:07

83	mihir kumar	17:35	17:58	0:23
84	putul bauri	12:50	13:20	0:30
85	tarun mukherjee	14:50	15:10	0:20
86	dharmendra kumar	15:00	15:20	0:20
87	phani bhushan	15:10	15:40	0:30
88	Md.qayum	10:00	11:31	1:31
89	mohidur sk	10:30	11:23	0:53
90	deepak shaw	10:15	11:40	1:25
91	sita ramprasad	12:00	12:30	0:30
92	prafulla kumar	10:30	11:00	0:30
93	sudhanshu	10:50	11:20	0:30
94	uma pada	11:00	11:30	0:30
95	subarta debnath	11:10	11:40	0:30
96	nemai chandra	11:30	12:15	0:45
97	gita rani sarkar	11:30	12:10	0:40
98	binapani	12:00	12:40	0:40
99	putul bauri	12:30	13:05	0:35
100	dharmendra kumar	12:45	13:15	0:30
101	Md.Javed	11:00	11:25	0:25
102	Anarmati devi	11:30	11:55	0:25
103	Anab dutta	12:00	12:38	0:38
104	Prasanta kr dey	15:00	15:10	0:10
105	Rani Maji	11:30	11:40	0:10
106	Rina Tapadar	11:50	11:55	0:05
107	ashis mukherjee	11:20	12:40	1:20
108	Nargis bibi	10:20	11:15	0:55
109	Rjima	10:30	11:00	0:30
110	Sampa bira	12:20	12:30	0:10
111	Murshad ali	12:30	12:40	0:10
112	gulab channel	13:15	13:50	0:35
113	bageswar nath singh	12:00	12:39	0:39
114	Balai Ch sarkar	12:15	12:47	0:32
115	Asoke kumar das	12:30	12:55	0:25
116	Karabi laha	13:00	13:08	0:08
117	Ranjan mukherjee	13:15	13:32	0:17
118	Md. Ataur rahman	9:30	10:05	0:35
119	naba kumar nath	9:45	11:15	1:30
120	Anita Benerjee	10:00	11:25	1:25
121	jhumpa pal	8:00	9:05	1:05
122	Anchal singh	8:50	9:40	0:50
123	Jayatree	9:30	10:05	0:35
124	dimna	10:20	11:00	0:40
125	Manjarie	11:40	12:13	0:33
126	Nupur roy	5:20	6:15	0:55
127	Nairti	12:05	13:20	1:15
128	pragayan	12:35	13:30	0:55
129	Puspa Rani	9:15	10:10	0:55

130	Debhashis kumar	9:45	10:31	0:46
131	Naielea khan	10:00	11:00	1:00
132	Ritu singh	10:30	11:12	0:42
133	Jagnesh war	12:00	12:37	0:37
134	Ashim Banerjee	10:00	11:20	1:20
135	Ketoki	10:15	10:35	0:20
136	Md kasem ali	11:30	13:20	1:50
137	Ali hussain	12:05	13:13	1:08
138	Mantu shaw	10:00	10:20	0:20
139	swapan kumar	12:25	12:52	0:27
140	Bandana dewashi	12:30	13:07	0:37
141	mukul sarkar	12:35	13:08	0:33
142	kalpana halder	12:40	13:05	0:25
143	kaberi das	13:10	13:29	0:19
144	joydeep das	13:20	14:00	0:40
145	gurupada kar	13:30	14:10	0:40
146	pramila devi	13:40	14:15	0:35
147	purnabrata	14:10	14:35	0:25
148	sanat kumar dutta	14:20	14:30	0:10
149	babita devi	17:00	17:20	0:20
150	ravina das	17:30	17:42	0:12
151	Manohar laha	11:20	12:53	1:33
152	arun kumar bose	11:30	12:32	1:02
153	shankar das	11:40	11:59	0:19
154	lakshman ghosh	11:50	12:09	0:19
155	bithi ghosh	12:17	12:45	0:28
156	sangeeta kumARI	12:20	13:05	0:45
157	ravina das	12:40	13:20	0:40
158	arka sarkar	14:00	14:40	0:40
159	sagata pan	14:15	14:27	0:12
160	pollush balmikie	14:45	15:05	0:20
161	Rishav gandhar	10:15	11:08	0:53
162	sourav sen gupta	10:30	11:00	0:30
163	tripti biswas	11:00	12:15	1:15
164	subash pramanik	11:30	11:48	0:18
165	Kusum devi	10:00	10:50	0:50
166	swami daya prakash	11:40	12:15	0:35
167	dana devi	9:00	11:15	2:15
168	ron joseph holmes	9:15	11:00	1:45
169	rana chowdary	12:00	12:30	0:30
170	subhrajyoti auli	9:40	10:25	0:45
171	Rashik mondal	12:00	13:00	1:00
172	Bharti guin	12:30	13:15	0:45
173	santana banerjee	13:15	14:05	0:50
174	sidhasawar kundu	13:45	14:15	0:30
175	Dipika singh	14:45	14:53	0:08
176	jyotish chandra	14:00	14:52	0:52

177	subarata debnath	14:40	15:04	0:24
178	sanghamitra bose	15:00	15:26	0:26
179	sharmila sharma	15:10	15:35	0:25
180	sambhunath	15:40	16:10	0:30
181	Shyam lal das	9:30	9:54	0:24
182	gour chandra paul	10:00	10:07	0:07
183	manik chandra	10:45	11:08	0:23
184	jhantu kumar sarkar	11:00	11:32	0:32
185	md.sahid	11:30	11:45	0:15
186	bharati islam	10:15	11:00	0:45
187	adhir ghosh	10:00	11:15	1:15
188	premsila devi	11:30	11:50	0:20
189	gouranga goswami	12:00	12:15	0:15
190	niyoti das	11:00	11:20	0:20
191	dolan roy	11:15	11:30	0:15
192	chandan kumar hazra	11:30	11:40	0:10
193	rajpati devi	12:30	12:50	0:20
194	manjit chaudary	15:00	15:15	0:15
195	Subhash ch goshal	11:13	11:48	0:35
196	Rama rani nandie	11:27	11:50	0:23
197	Gagan sabir	11:30	11:55	0:25
198	indra dan	11:55	12:14	0:19
199	sugata samanta	12:00	12:16	0:16
200	vikash kumar mondal	12:03	12:24	0:21
201	Pradip adhikaray	10:00	10:35	0:35
202	ramesh kumar	10:15	10:30	0:15
203	krishna rani mandal	10:30	10:45	0:15
204	gulshan kumar	11:00	11:45	0:45
205	indra bhattachariya	11:15	11:45	0:30
206	Debhashis mukerjee	11:45	11:50	0:05
207	puspanjali nakay	11:30	11:55	0:25
208	Riyan mukerjee	12:00	12:30	0:30
209	b/o jhilik hazra	12:05	12:45	0:40
210	b/o alibiya paul	12:10	12:35	0:25
211	inshant anjana	12:15	12:30	0:15
212	JHULEKHA BANU	10:00	10:30	0:30
213	Nistah singha roy	10:15	10:30	0:15
214	devrata mukerjee	11:45	12:00	0:15
215	chandranath acharjee	12:00	12:05	0:05
216	bababli sarkar	12:15	12:55	0:40
217	baby bose	12:30	13:10	0:40
218	Madhurie kumarie	13:00	13:30	0:30
219	jayeti desai	9:00	9:30	0:30
220	archana mondal	10:20	10:50	0:30
221	sabitri devi	11:00	11:15	0:15

222	kabirie nayak	11:10	11:20	0:10
223	Tarun malakar	14:00	14:40	0:40
224	Rama krishna	14:15	14:45	0:30
225	Joshna dey	11:40	12:15	0:35
226	sanjida khattun	12:20	13:00	0:40
227	anju ram devi	12:40	12:50	0:10
228	Dipanwati chatterjee	13:00	13:40	0:40
229	sukhen paul	13:15	14:00	0:45
230	kasim anari	13:30	14:05	0:35
231	vaisnabi takhur	15:00	15:45	0:45
232	Mina chakraborty	10:15	10:30	0:15
233	Arkhadeep	10:30	10:58	0:28
234	Sadhna dev	10:45	11:45	1:00
235	aryan chowdharie	11:45	12:25	0:40
236	kalpana chatterjee	13:45	14:52	1:07
237	SANAT CHATTERJEE	9:45	10:45	1:00
238	Ranjit kumar bahadra	10:15	10:32	0:17
239	chahina roy	10:30	10:55	0:25
240	sapan rudhi das	11:00	11:45	0:45
241	pradip kumar	11:30	11:42	0:12
242	Br das	11:45	12:50	1:05
243	sanaka ghosh	11:30	11:58	0:28
244	sashi bushan sinha	12:00	12:10	0:10
245	md mobarrak ansarie	12:15	12:34	0:19
246	Nayan ranjan	12:00	12:30	0:30
247	madan mohan gosh	12:20	12:54	0:34
248	sobybhik	12:30	12:58	0:28
249	Rakhal mishra	10:00	10:45	0:45
250	vasudev gosh	10:00	10:50	0:50
251	wahida bibi	11:30	11:40	0:10
252	snigdha majhi	11:50	12:01	0:11
253	bamdev sharma	12:10	12:20	0:10
254	sandeep samanta	12:20	12:42	0:22
255	rekha baranwal	12:30	12:33	0:03
256	sunita banerjee	14:30	14:45	0:15
257	suman das	14:40	15:30	0:50
258	niket kumar	14:50	15:05	0:15
259	shukla dutta	15:05	15:45	0:40
260	nbani sengupta	15:25	15:35	0:10
261	kalpana gorai	10:30	11:15	0:45
262	mridulendu ghosh	11:00	11:25	0:25
263	falguni mukherjee	17:00	17:05	0:05
264	nasral sk	10:45	10:55	0:10
265	debashish	11:35	11:55	0:20
266	saroj roy	10:45	10:47	0:02
267	sunil mukherjee	11:00	11:43	0:43

268	shubha santhosh	11:45	11:55	0:10
269	nirupama ghosal	11:00	11:28	0:28
270	archana biswas	11:15	11:48	0:33
271	swapan kumar	13:30	13:55	0:25
272	guljari	13:50	15:15	1:25
273	radiya naaz	14:10	15:07	0:57
274	duraksha	14:20	15:14	0:54
275	parul maitra	14:40	15:26	0:46
276	kalpana mondal	10:15	10:35	0:20
277	dipali bannerjee	11:15	11:20	0:05
278	shubha santhosh	11:30	11:40	0:10
279	keya ghosal	12:30	13:05	0:35
280	joy prakash chatterjee	12:30	13:10	0:40
281	minati sarkar	13:05	13:42	0:37
282	sujatay	13:10	13:50	0:40
283	Azgar	13:15	14:00	0:45
284	tuli barman	13:35	14:50	1:15
285	manoj prasad	11:50	12:31	0:41
286	parveen	10:12	11:50	1:38
287	sunil mukherjee	10:28	11:30	1:02
288	kusum kerdiya	10:00	11:02	1:02
289	pankaj sinha	10:20	10:56	0:36
290	M.R adhikary	10:30	10:45	0:15
291	akila khatun	10:50	11:20	0:30
292	saroj roy	10:00	10:16	0:16
293	sushanta	10:30	10:56	0:26
294	gabardhan dhobi	11:15	11:20	0:05
295	sujatay	11:17	11:24	0:07
296	subrata	11:40	11:59	0:19
297	nayan nohan	12:00	12:25	0:25
298	parbati acherjee	12:30	12:38	0:08
299	rabin bouri	11:30	11:56	0:26
300	uma chattopadhyay	11:58	12:05	0:07
301	Ananda kundu	10:45	11:00	0:15
302	Parnashree Dey	11:20	11:45	0:25
303	Radha krishna	10:40	11:04	0:24
304	Najrul Haque	11:55	12:26	0:31
305	Jinnath ali	13:40	14:00	0:20
306	Durjaya mondal	10:15	11:30	1:15
307	Lakhraniya	10:30	11:55	1:25
308	nivedita	10:45	12:35	1:50
309	Mangla jana	11:30	11:50	0:20
310	Farahat parveen	11:00	11:20	0:20
311	Sayantika	14:00	14:40	0:40
312	b/o swati agarwal	14:10	14:25	0:15
313	sambit	14:20	15:05	0:45

314	LAXMI rani das	12:00	13:25	1:25
315	Tara devi	12:25	12:35	0:10
316	pratima roy	14:00	15:15	1:15
317	kamala chattaraj	10:00	10:17	0:17
318	Nand kishore	10:15	10:25	0:10
319	Rokhaiyakhatton	10:30	10:59	0:29
320	Durga padaroy	14:00	14:23	0:23
321	Mousami	14:15	14:30	0:15
322	dipak kumar	14:00	14:15	0:15
323	L. kujur	14:30	15:23	0:53
324	Partha Pratim	10:30	10:50	0:20
325	Debashish Achar	10:45	11:25	0:40
326	Nandlal ghosh	11:00	11:30	0:30
327	Subhas Ruidas	11:15	12:15	1:00
328	Sneha yadav	15:00	15:35	0:35
329	Babita chatterjee	15:25	15:45	0:20
330	Madhumita chatterjee	15:35	15:50	0:15
331	indira banerjee	16:00	16:25	0:25
332	Sangita Biswas	16:20	16:45	0:25
333	sujoy guin	12:30	13:00	0:30
334	Rajan ojha	13:15	13:45	0:30
335	Abhijeet mondal	13:30	13:50	0:20
336	Seetal kheshri	10:40	11:20	0:40
337	Sanjay	11:10	11:42	0:32
338	Subrata	11:20	11:40	0:20
339	Tara pada	11:30	11:50	0:20
340	jaman joy	10:50	11:00	0:10
341	vijay laxmie	11:40	12:05	0:25
342	jamail akhtar	11:30	12:10	0:40
343	Ajit mondal	11:40	11:47	0:07
344	Reena	11:45	11:55	0:10
345	Mdjabir ansarie	14:09	14:23	0:14
346	Ramesh saren	12:00	12:20	0:20
347	dedarghya	11:00	11:15	0:15
348	I kumar	11:15	11:30	0:15
349	badshah mondal	12:20	12:30	0:10
350	bappaditya mukherjee	12:45	13:00	0:15
351	salma ferdousi	12:10	12:50	0:40
352	smiriti dutta	12:30	12:50	0:20
353	vasundhra	12:20	12:40	0:20
354	Trishita chatterjee	13:00	13:20	0:20
355	Manikh mondal	13:10	13:30	0:20
356	Kairun nesha	10:10	10:46	0:36
357	Neha sharma	10:20	10:50	0:30
358	Amiya bannerjee	10:50	11:10	0:20

359	manka	11:00	11:30	0:30
360	Rita chakraborty	11:50	12:00	0:10
361	Maya sarkhal	10:30	10:50	0:20
362	Ghayansham prasad	10:45	11:20	0:35
363	kalpana goshwami	11:00	11:40	0:40
364	Lata bhandari	11:30	11:55	0:25
365	Tanmoy sarkhel	12:00	12:15	0:15
366	MERINA bibi	11:30	12:00	0:30
367	Dabhasis das	11:50	12:10	0:20
368	Madhu mita das	12:00	12:10	0:10
369	Tapan munshi	11:40	11:50	0:10
370	sukumar laha	12:40	12:50	0:10
371	ALEYA begam	10:30	11:50	1:20
372	Laxmi korar	11:00	11:40	0:40
373	santosh gosh	11:30	12:15	0:45
374	Munni devi	11:45	12:50	1:05
375	udaye gopal	12:30	12:55	0:25
376	KALPANA mir	9:15	9:45	0:30
377	bandita Roy	9:30	10:00	0:30
378	Debrata hazra	11:30	12:30	1:00
379	Monalisha dubay	11:35	11:50	0:15
380	Atashi dana	11:45	12:00	0:15
381	krishna sen	12:15	12:40	0:25
382	kalpan koley	14:30	15:15	0:45
383	SUBHASH piyne	11:45	12:55	1:10
384	krishna sen	12:30	12:35	0:05
385	Tarun kumar	13:00	13:25	0:25
386	menka nagi	13:45	14:35	0:50
387	jayprakash yadav	14:15	15:50	1:35
388	Noor jhankhattun	14:00	14:54	0:54
389	Mamta verma	14:50	15:41	0:51
390	Tanushree roy	15:05	15:14	0:09
391	Ahi verma	15:25	15:48	0:23
392	sarabanti takhur	15:50	16:05	0:15
393	Mithu gosh	10:15	10:52	0:37
394	chhohari devi	10:30	11:00	0:30
395	Amit kr.ghosh	11:00	11:32	0:32
396	dharam dev singh	11:10	11:40	0:30
397	sabmayasmin	11:30	12:02	0:32
398	parbati acherjee	11:20	11:50	0:30
399	subhankar mondal	12:20	12:28	0:08
400	anita chai	12:30	12:40	0:10
401	jharna singha	15:30	15:45	0:15
402	Md jaluddin	15:35	16:04	0:29
403	julan das	15:40	16:22	0:42
404	smriti mahato	15:45	16:44	0:59
405	gita chakraborty	16:15	16:53	0:38

406	sandeep sardar	10:00	11:15	1:15
407	Mk mukerjee	10:50	11:30	0:40
408	sonali chakraborty	10:45	12:10	1:25
409	Umesh yadav	11:00	11:45	0:45
410	dlip kumar dev	10:45	12:00	1:15
411	papiya bibi	11:45	12:20	0:35
412	saraboni jana	14:00	14:49	0:49
413	Manikh mondal	14:15	14:29	0:14
414	Mishita garai	11:00	12:00	1:00
415	Sayana khattun	11:20	12:12	0:52
416	sarmila pal	12:00	13:10	1:10
417	sukumar ranjan sinha	12:00	12:25	0:25
418	dlip kumunkhar	12:10	12:35	0:25
419	Ira begum	12:20	12:45	0:25
420	Tanmaye kuyri	15:05	15:25	0:20
421	usha devi	12:40	12:45	0:05
422	shalil mohan bali	12:55	12:58	0:03
423	Rita majjum dar	13:05	13:15	0:10
424	Ashim kumar paul	13:30	13:35	0:05
425	Anita biswas	10:50	12:00	1:10
426	samaul seikh	10:55	12:28	1:33
427	puskar chattarj	11:05	12:34	1:29
428	jitendra ram	11:15	12:46	1:31
429	jayanta basu rey	11:45	12:40	0:55
430	Gopa paul	13:30	14:15	0:45
431	chumki danagaliya	13:40	14:25	0:45
432	SABIKH MIA	14:00	14:40	0:40
433	dlip kumar dev	14:10	14:50	0:40
434	pradip kumar mukerjee	14:20	15:00	0:40
435	Sabarna hatti	11:45	13:29	1:44
436	Santa banerjee	17:15	17:24	0:09
437	sobha saam	9:45	10:36	0:51
438	ulla chattopadyha	10:00	11:24	1:24
439	jagnarayan Sharma	10:30	10:54	0:24
440	Makar pranamik	11:15	11:17	0:02
441	Manju sinha	10:00	11:59	1:59
442	era bhadurie	10:45	11:51	1:06
443	Subharta mukerjee	10:20	11:15	0:55
444	sumanta mukerjee	10:40	11:38	0:58
445	vinodni ghosh	11:00	11:46	0:46
446	sital keshrie	12:00	12:09	0:09
447	Moumita sin roy	10:08	11:30	1:22
448	Mohitosh chatterjee	10:00	10:36	0:36
449	anubha dutta	10:20	11:32	1:12
450	AKHLIMA KHATTUN	10:40	12:01	1:21

451	Aftab ahmed	11:30	11:55	0:25
452	aahana sarkar	11:45	11:48	0:03
453	nargis bibi	12:00	12:05	0:05
454	prema devi	12:40	13:20	0:40
455	ankita jaiswara	9:45	12:00	2:15
456	Biswapati	10:30	12:00	1:30
457	sunanda chakrabrty	15:00	17:00	2:00
458	sujata mondal	15:15	17:15	2:00
459	saroj roy	10:30	11:35	1:05
460	arun kumar khan	11:00	11:55	0:55
461	amal kumar	12:15	12:20	0:05
462	arpita das	16:00	16:05	0:05
463	shukla dutta	12:35	12:38	0:03
464	Amarpali	12:40	12:45	0:05
465	pradip kumar	12:50	12:52	0:02
466	tejashri kar	12:00	12:58	0:58
467	Shreyansh	12:20	13:45	1:25
468	tanish sekh	12:30	14:15	1:45
469	sharda devi dalmia	10:50	11:50	1:00
470	bina bhanja	10:15	11:18	1:03
471	mita maria	11:15	12:14	0:59
472	ranjit singh	11:30	11:34	0:04
473	lekha basak	12:30	12:50	0:20
474	Reshmi	12:40	13:42	1:02
475	Biswajit	13:30	13:50	0:20
476	munna rai	13:35	13:58	0:23
477	santosh mukherjee	13:00	14:24	1:24
478	sahil riyan paul	13:30	14:00	0:30
479	jharna ghosh	14:00	14:59	0:59
480	tirthadhan das	14:30	14:40	0:10
481	swapan kumar musib	14:50	15:05	0:15
482	Md.nuruddin	12:00	12:14	0:14
483	haridas sarkar	12:45	12:50	0:05
484	subarta sarkar	16:10	16:16	0:06
485	binod kumar	16:00	16:07	0:07
486	krishna mohan	11:45	11:51	0:06
487	Shivnath	11:30	11:37	0:07
488	dilshad ahmad	12:00	12:05	0:05
489	ganga dulal	12:15	12:55	0:40
490	arup kumar ghosh	14:20	14:25	0:05
491	payel halder	14:30	14:40	0:10
492	bina kundu	15:00	15:10	0:10
493	soumendra nath roy	11:45	11:53	0:08
494	soumen mishra	11:54	12:00	0:06
495	ashiq iqbal	10:00	10:15	0:15
496	meera mondal	10:04	10:20	0:16
497	sulekha khatoon	10:20	10:40	0:20

498	sk Khalid	11:00	11:10	0:10
499	anjali ghosh	11:40	12:25	0:45
500	suban low	12:00	12:35	0:35
501	jharna singha	15:30	15:45	0:15
502	Md jaluddin	15:35	16:04	0:29
503	julan das	15:40	16:22	0:42
504	smriti mahato	15:45	16:44	0:59
505	gita chakraborty	16:15	16:53	0:38
506	sandeep sardar	10:00	11:15	1:15
507	Mk mukerjee	10:50	11:30	0:40
508	sonali chakraborty	10:45	12:10	1:25
509	Umesh yadav	11:00	11:45	0:45
510	dlip kumar dev	10:45	12:00	1:15
511	papiya bibi	11:45	12:20	0:35
512	saraboni jana	14:00	14:49	0:49
513	Manikh mondal	14:15	14:29	0:14
514	Mishita garai	11:00	12:00	1:00
515	Sayana khattun	11:20	12:12	0:52
516	sarmila pal	12:00	13:10	1:10
517	sukumar ranjan sinha	12:00	12:25	0:25
518	dlip kumunkhar	12:10	12:35	0:25
519	Ira begum	12:20	12:45	0:25
520	Tanmaye kuyri	15:05	15:25	0:20
521	usha devi	12:40	12:45	0:05
522	shalil mohan bali	12:55	12:58	0:03
523	Rita majjum dar	13:05	13:15	0:10
524	Ashim kumar paul	13:30	13:35	0:05
525	Anita biswas	10:50	12:00	1:10
526	samaul seikh	10:55	12:28	1:33
527	puskar chattarj	11:05	12:34	1:29
528	jitendra ram	11:15	12:46	1:31
529	jayanta basu rey	11:45	12:40	0:55
530	Gopa paul	13:30	14:15	0:45
531	chumki danagaliya	13:40	14:25	0:45
532	SABIKH MIA	14:00	14:40	0:40
533	dlip kumar dev	14:10	14:50	0:40
534	pradip kumar mukerjee	14:20	15:00	0:40
535	Sabarna hatti	11:45	13:29	1:44
536	Santa banerjee	17:15	17:24	0:09
537	sobha saam	9:45	10:36	0:51
538	ulla chattopadyha	10:00	11:24	1:24
539	jagnarayan Sharma	10:30	10:54	0:24
540	Makar pranamik	11:15	11:17	0:02
541	Manju sinha	10:00	11:59	1:59
542	era bhadurie	10:45	11:51	1:06

543	Subharta mukerjee	10:20	11:15	0:55
544	sumanta mukerjee	10:40	11:38	0:58
545	vinodni ghosh	11:00	11:46	0:46
546	sital keshrie	12:00	12:09	0:09
547	Moumita sin roy	10:08	11:30	1:22
548	Mohitosh chatterjee	10:00	10:36	0:36
549	anubha dutta	10:20	11:32	1:12
550	AKHLIMA KHATTUN	10:40	12:01	1:21
551	tushar kanti	15:20	15:28	0:08
552	krishna ghosh	15:25	16:19	0:54
553	rabindranath nandi	15:35	16:29	0:54
554	supti saha	16:05	16:36	0:31
555	shibani das	16:30	17:25	0:55
556	daya Shankar	16:50	17:37	0:47
557	indrani halder	17:20	18:12	0:52
558	Soma Das	10:15	10:59	0:44
559	saswata dirghangi	16:37	17:00	0:23
560	Mahfuza	10:45	11:09	0:24
561	Sushanta	11:42	11:50	0:08
562	Dringa Das	12:35	12:45	0:10
563	mousumi ghosal	13:30	13:40	0:10
564	Sandip	14:15	15:35	1:20
565	Sadhna	15:38	16:05	0:27
566	Dipika	17:10	17:45	0:35
567	puja kumara	14:29	15:30	1:01
568	Prity	12:10	12:55	0:45
569	baby Prasad	12:20	13:45	1:25
570	Srimati	12:15	13:28	1:13
571	Anjana	13:45	14:10	0:25
572	indu devi	11:15	11:30	0:15
573	tapati kar	11:30	12:00	0:30
574	deepa banerjee	11:45	11:50	0:05
575	remen mitra	13:10	13:40	0:30
576	Jaydeb	13:30	13:45	0:15
577	Ravi nandan	11:00	11:53	0:53
578	Ankit	11:20	12:48	1:28
579	Bristorekhar	11:39	12:10	0:31
580	Shaytam	11:50	12:25	0:35
581	B/O pujor	12:05	12:36	0:31
582	Sadhana mukerjee	10:45	12:20	1:35
583	Ajit konar	11:00	11:28	0:28
584	Rena hazra	15:05	15:30	0:25
585	Bharti roy	11:05	11:40	0:35
586	Rajesh Rajak	11:40	12:00	0:20
587	Tumpa	12:40	13:06	0:26
588	Saha devi	12:45	13:21	0:36
589	Pathick	10:15	11:15	1:00

590	Hironmoyaa	10:30	11:35	1:05
591	Md javad	11:00	11:25	0:25
592	Anarmati devi	11:30	11:55	0:25
593	Anab dutta	12:00	12:38	0:38
594	Md salauddin	11:45	12:12	0:27
595	Shabihini	12:30	12:46	0:16
596	Anima	13:00	13:08	0:08
597	Nur shaja	14:20	15:15	0:55
598	Swapan kumar	11:20	12:00	0:40
599	Rani maji	11:30	11:40	0:10
600	Rina tapar	11:50	11:55	0:05

Average delay is 36 minutes