

OUTPATIENT DEPARTMENT (OPD) OPERATIONS MANAGEMENT DURING COVID AT JASLOK HOSPITAL AND RESEARCH CENTRE, MUMBAI

Submitted by:

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ABOUT JASLOK HOSPITAL

- Jaslok Hospital is a 365 bedded private, tertiary, multi-speciality, NABH accredited hospital located at Peddar Road, Mumbai
- Out of total 365, ICU Beds are 75
- Jaslok is a full-fledged teaching institution and conducts postgraduate courses being recognized by the National Board of Examinations in 22 specialties
- It has state-of-the-art facilities and infrastructure to cater to the needs of the people





Out-patient department (OPD) is a part of hospital with designated infrastructure, medical and other employees, and pre-scheduled hours to serve patients who are not registered as inpatients

As OPD acts as the first point of contact, it describes on a large scale the hospital's overall impression

Quality Indicators are the Management System Tools that help us know the performance of the organization in terms of quality and even to know the areas where improvements are to be made

Out-patient Department's indicators includes Waiting Time, Turn Around Time (TAT), Consultation Time, Patient Satisfaction through feedback analysis and others

OUT-PATIENT DEPARTMENT - OPD

OPD INDICATORS

Total OPD numbers

- Total number of OPD consultations completed in a day

Waiting Time

- Waiting time can be described as the time from the moment the patient enters the queue till he/she is seen by the doctor

Turn-Around Time

- Turn-around time is the time duration starting from the patient entering the hospital till the time the patient exits

Consultation Time

- Total time taken for consultation by the doctor

COVID-19



COVID-19 is an infectious condition created by a novel corona virus strain 2019-nCoV, which was eventually identified as SARS-CoV-2

The first case was registered in November 2019 in Wuhan, China

By end of January, 2020, India registered the first case of COVID-19 in Kerala. Eventually, new cases were reported throughout India which were spread mainly by people with travel history or tourists

. As a precaution, India's government imposed a 21-day nationwide lockdown in March 2020

Since the outbreak began, India has seen 29,183,121 cases and 359,676 coronavirus-related deaths (as on June 10, 2021)



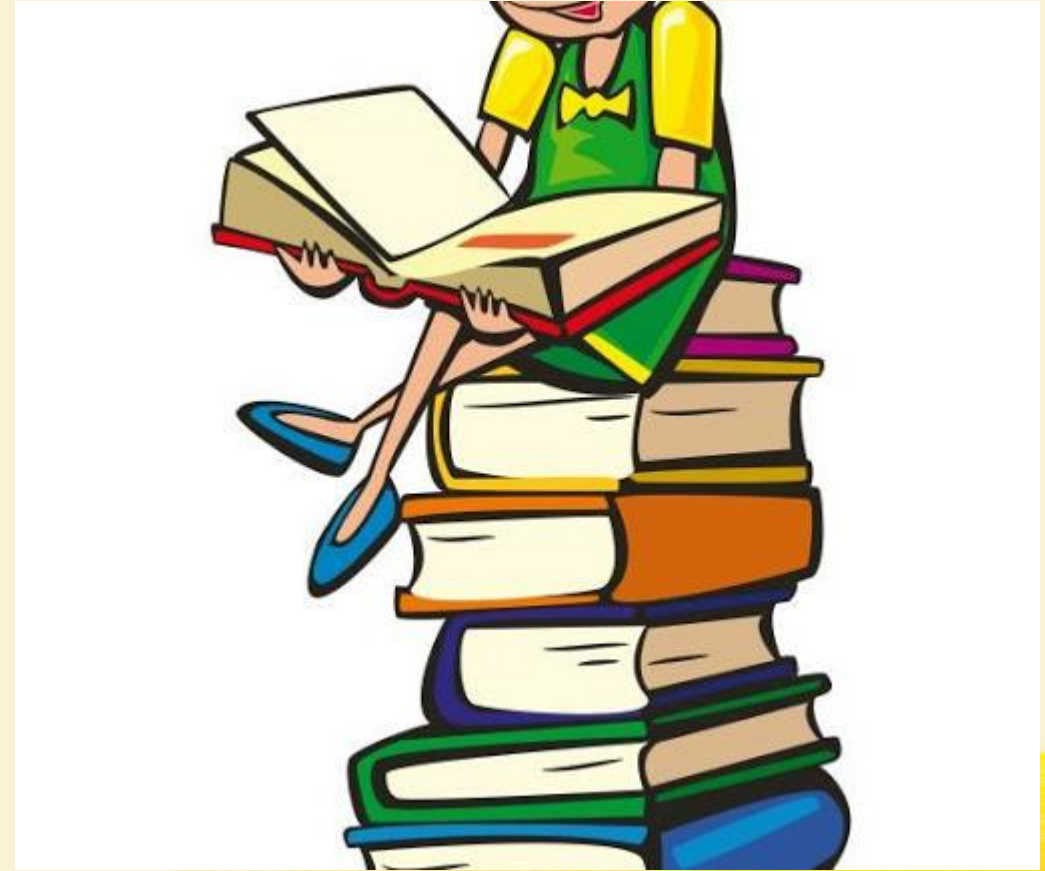
What is the impact
on OPD operations
due to COVID at
Jaslok Hospital &
Research Centre,
Mumbai?

RESEARCH QUESTION

- 
- To study, collect and compile data of indicators like TAT, waiting time, consultation time and patient satisfaction of OPD
 - To evaluate and analyze the effectiveness of OPD services in COVID times
 - To identify and suggest measures to reduce the TAT, waiting time, and increase the OPD numbers and consultation time keeping in mind the COVID situation

OBJECTIVES OF THE STUDY

LITERATURE REVIEW – A
TOTAL OF 15 LOR ARE
ADDED IN THE STUDY, FEW
OF THEM ARE GIVEN HERE



2009, B M Sakharkhar

About 600 out-patients are treated for each in-patient bed in a year, which accounts to approximately 120 crore patients are provided service on out-patient basis in a year in hospitals

2017, Rasmah S. Al-Harajin, Ahmed G. Elzubair Sara A. Al-Subaie

Six core goals for health care were outlined in a study by the Institute of Medicine (IOM): (a) safety, (b) efficiency, (c) patient-centric, (d) equal, (e) timeliness, and (f) effectiveness. Timeliness is the least studied and understood of these goals

2020, Akshay Nair, Rashmin Gandhi, Sundaram Natarajan

Although emergencies such as injuries and other conditions that qualified for emergent treatment based on the clinician's judgement remained the most common procedures conducted in the Covid situation, it was important to note that non-emergent cases in the OPD were fully shut down during the full lockdown that was held at the start

2016, Ravikant Patel, Hinaben R Patel

Patient satisfaction, accessibility to treatment, health results, confidence, trust, desire to revisit, and hospital income are all affected by waiting times in hospital outpatient department

2017, Greg Irving, Ana Luisa Neves, Hajira Dambha-Miller, Ai Oishi, Hiroko Tagashira, Anistasiya Verho, John Holden

In India, the average consultation time is nearly 2.3 minutes

2017, Ahmad BA,
Khairatul K, Farnaza A

There is a negative relation between patient satisfaction and waiting time, according to numerous researches. As it is a measure of organisation's performance, it has become a key source of worry for hospital administrators and authorities. The key aspects that determine patient and consumer satisfaction are waiting time and consultation time

2013, Subhashchandra
Daga, Achla Daga

Shorter consultation times are a significant problem in healthcare; approximately half of the global population seems to have a consultation time of less than 5 minutes which continues to decrease

2018, Shyamkumar
Sriram*, Rakchanok
Noochpoung

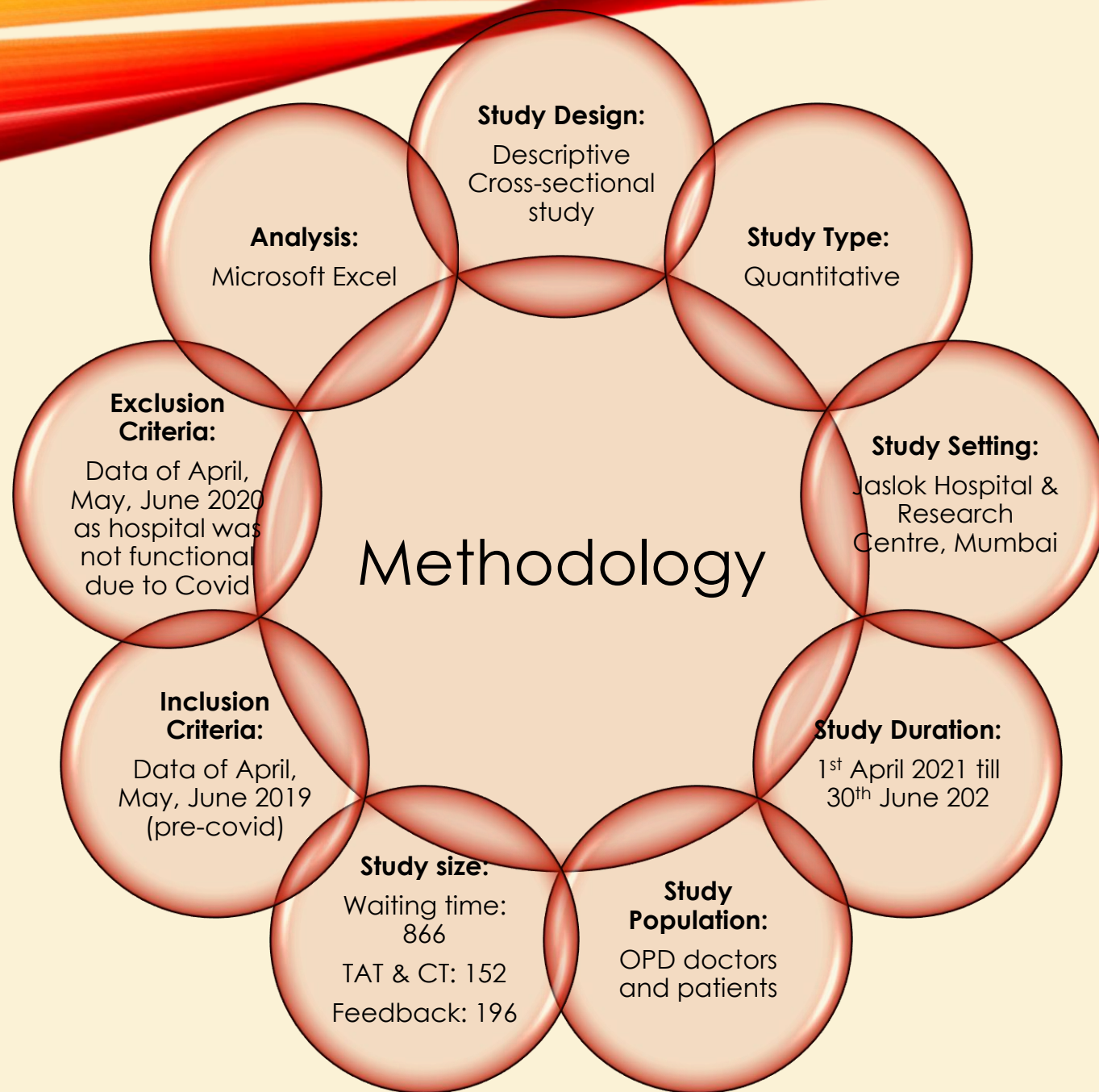
Waiting time in clinics and hospitals is a significant issue that contributes to patient discontent and pain. This problem appears to exist all around the globe. The average waiting time was 20.3 minutes in government hospitals, 15.5 minutes in private hospitals, and 39.71 minutes in voluntary hospitals in Nellore, India

2013, Surg Lt Cdr Athar
Mohd, Brig Abhijit
Chakravarty

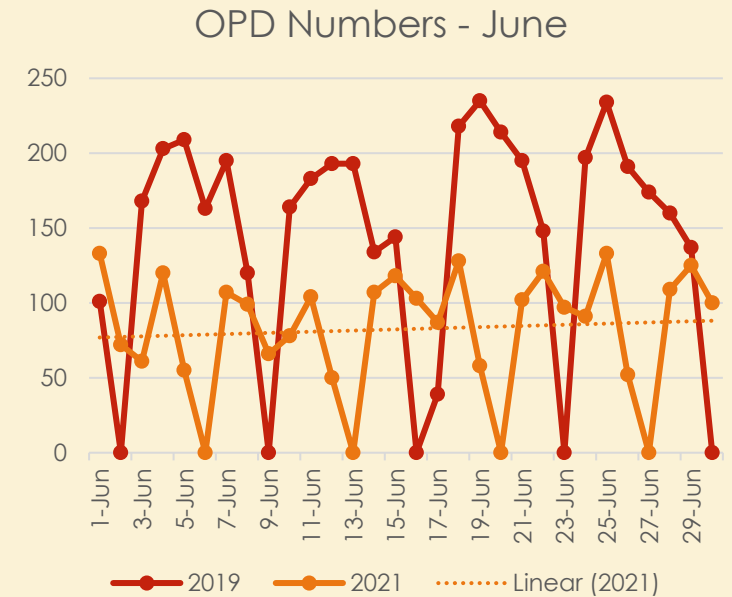
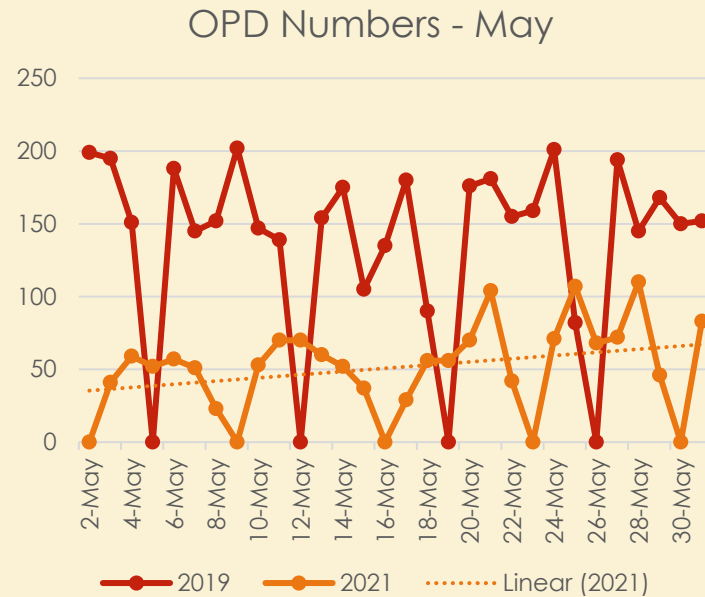
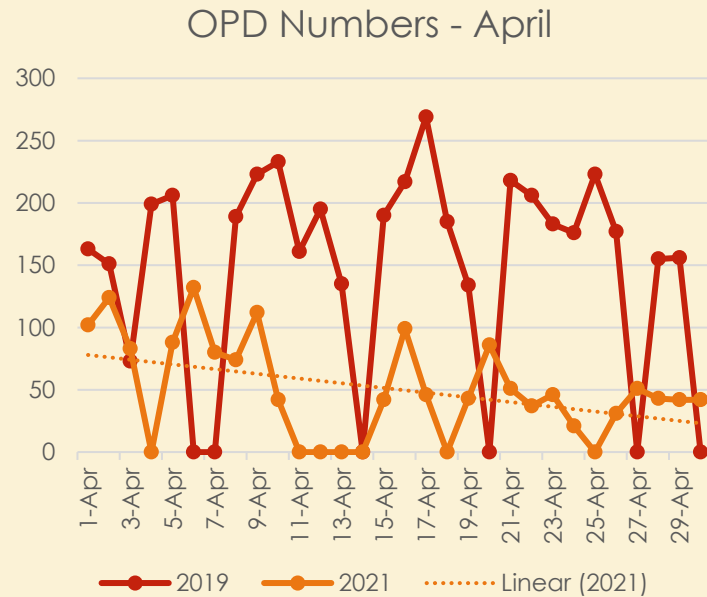
Patient satisfaction is a multifaceted term and a subjective phenomenon related to perceived requirements, expectations, and treatment experience

2016, Nandita Mehrotra

It is necessary to understand the patient flow within the facility and the different elements that influence it in order to analyse the patient turnaround time in the outpatient department. Patient turnaround time can be shortened by increasing the efficiency of medical and non-medical processes performed during patients' hospital appointments



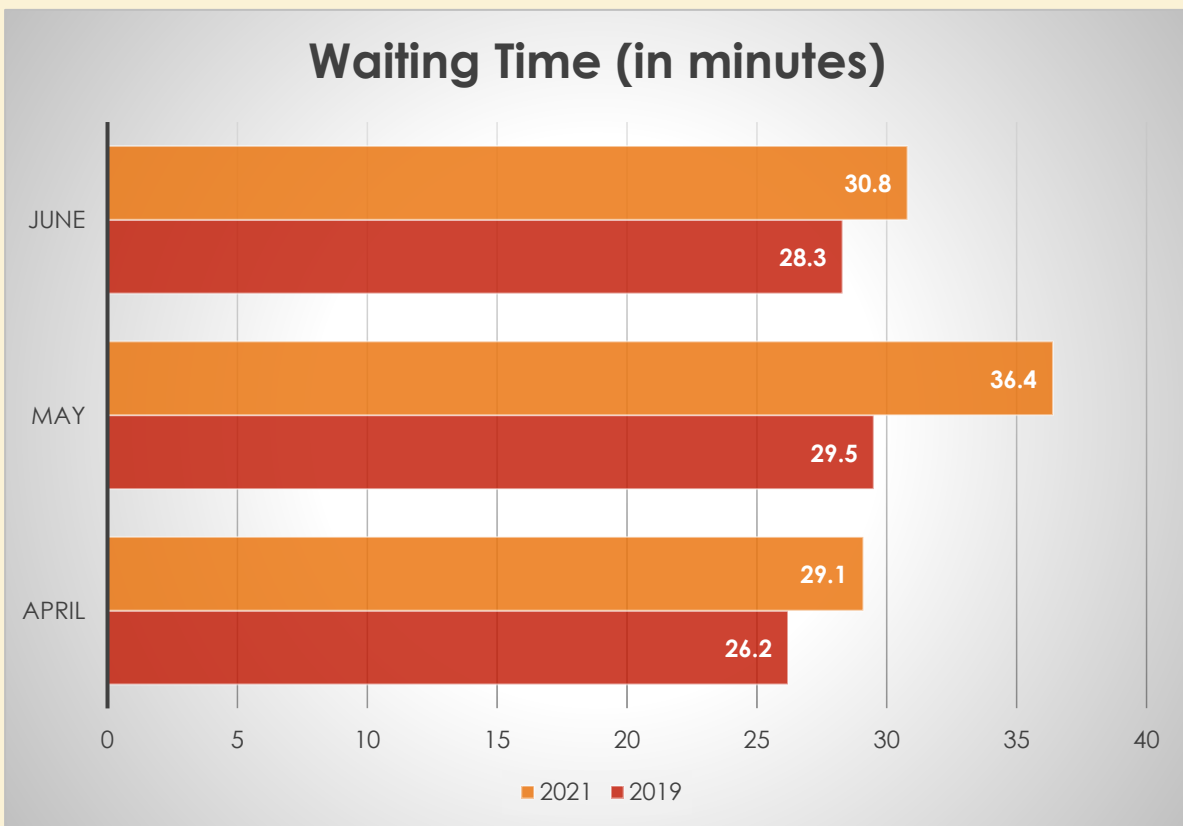
FINDINGS – OPD NUMBERS



- The OPD Numbers for 2019 (pre-covid) was higher as compared to 2021 (covid)
- There was a drop of 56.95% in OPD numbers from 2019 to 2021
- As compared to April 2021, the OPD numbers for May and June 2021 increased
- For April 2021, it was 1517, for May 2021, it was 1539 and for June 2021, it was 2476

FINDINGS – WAITING TIME

Waiting Time (in minutes)



Time seen by doctor – patient arrival time

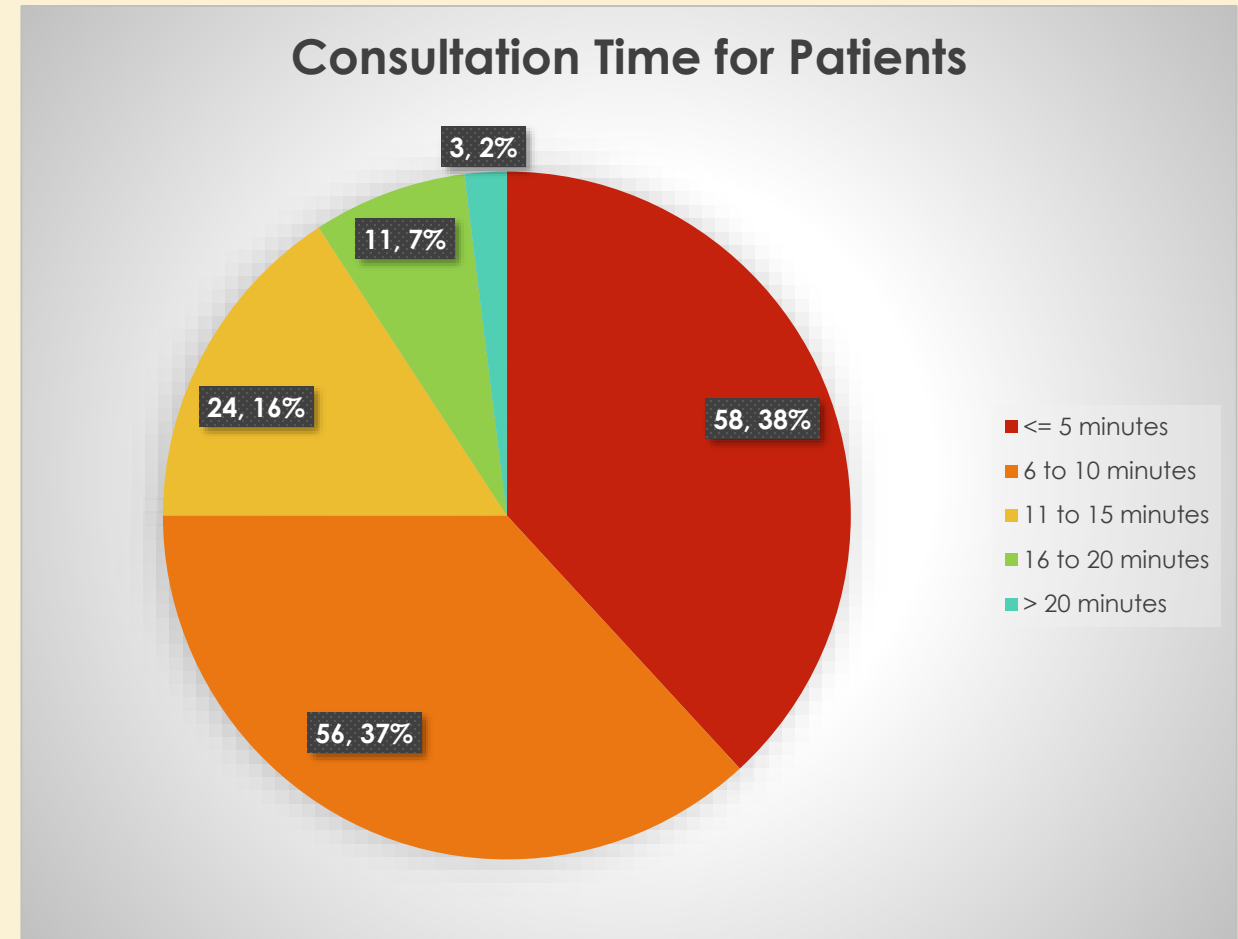
Number of observations

- Waiting time for year 2021 was increased as compared to year 2019 at Jaslok Hospital's OPD
- Average for 2019 was 28 minutes and for 2021 came as 32.1 minutes
- The reasons includes Doctor's extended COVID rounds, lesser OPD days, increased preventive measures – screening, emergencies arising in wards/ICUs, extended OT
- Maximum waiting time was for doctors of Oncology, AKD, General Medicine, Gastroenterology, and Orthopaedics

FINDINGS – CONSULTATION TIME

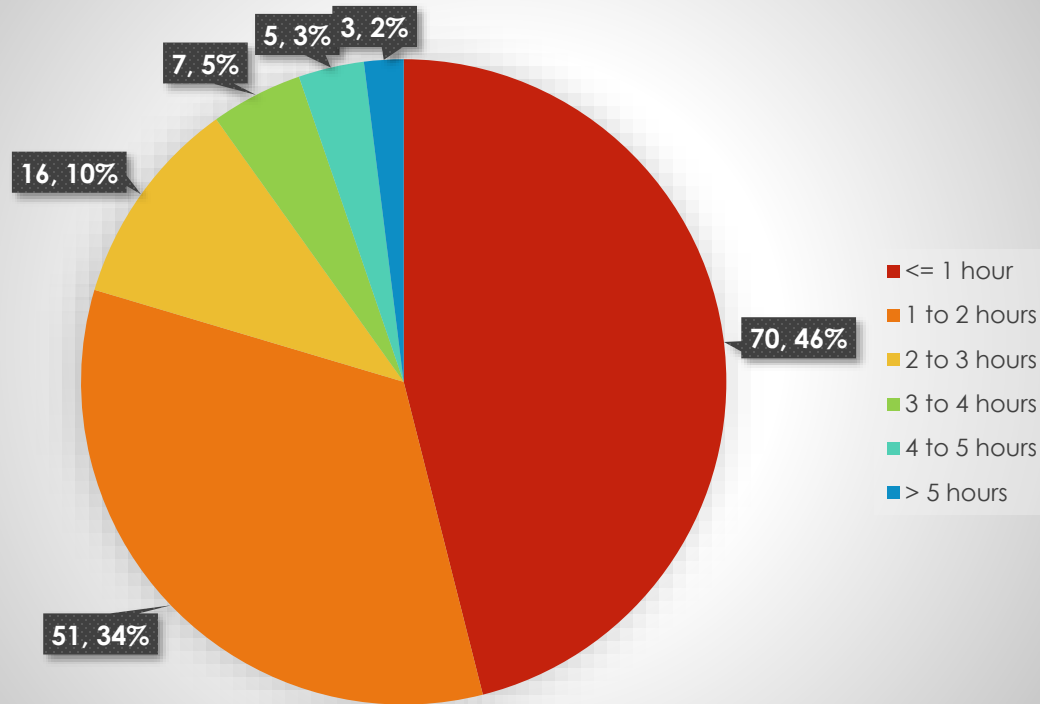
Total Consultation Time
Total OPD Visits

- The Consultation Time was noted for patients (n=152) during April, May, June 2021
- Specialities like Neurology, Oncology, AKD/KTR had the highest consultation times whereas Orthopaedics, General Medicine, ENT, Ophthalmology had the lowest
- Average Consultation Time was 7.5 minutes at Jaslok Hospital's OPD



FINDINGS - TAT

Turn Around Time for Patients

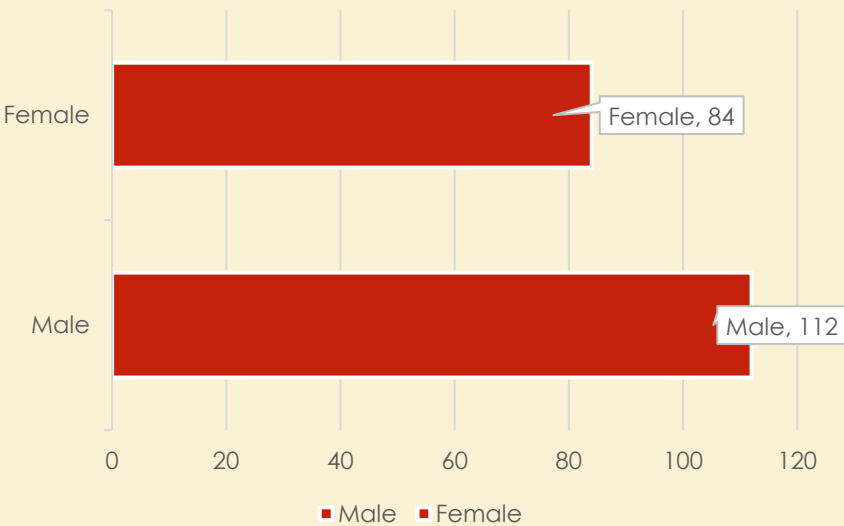


Patient exit time – patient arrival time

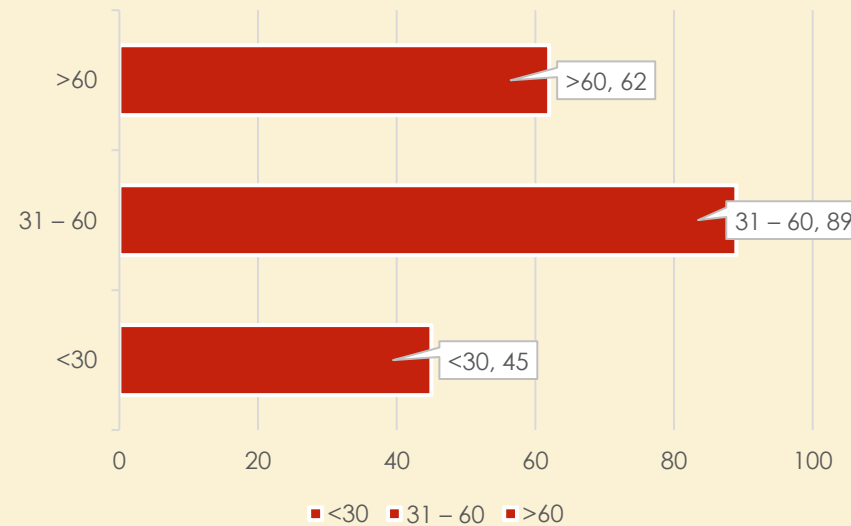
- The average Turn-Around Time (TAT) at Jaslok Hospital's OPD came as 1 hour 20 minutes during April, May and June 2021
- TAT is directly proportional to waiting time and consultation time, and hence as waiting and consultation time increases, TAT increases
- As waiting and consultation times for Oncology, AKD/KTR was high, eventually the TAT becomes higher for them

FINDINGS – PATIENT SATISFACTION THROUGH FEEDBACK ANALYSIS – DEMOGRAPHIC PROFILE

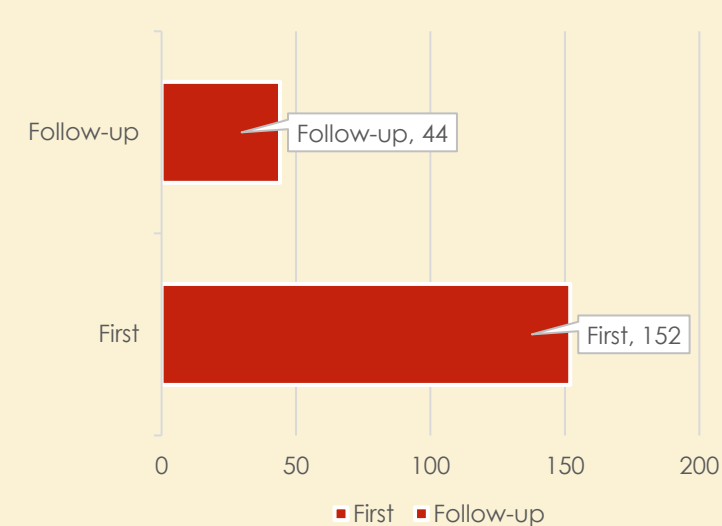
Gender



Age (in years)

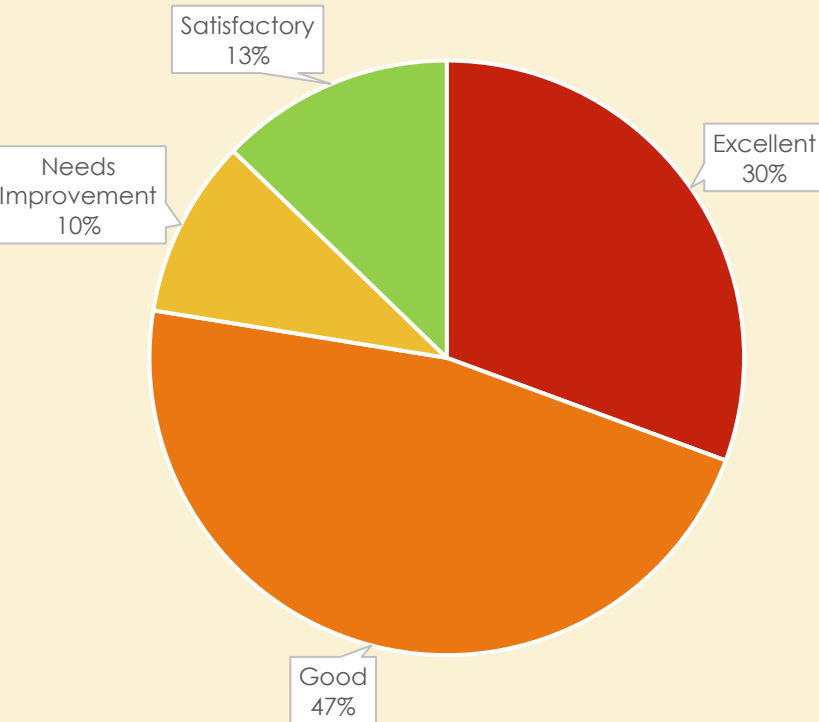


Visit

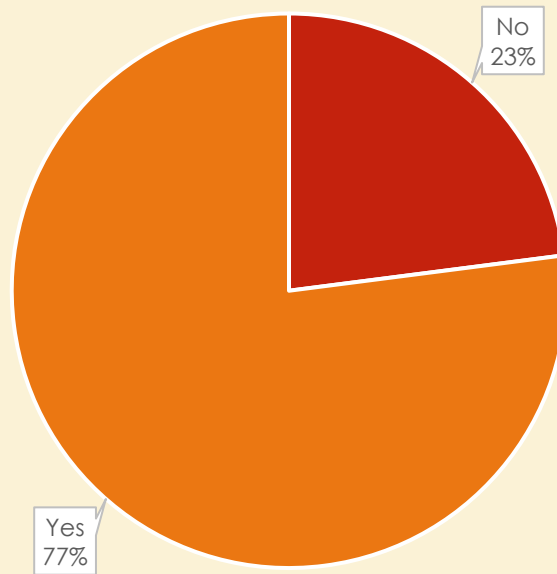


FEEDBACK ANALYSIS

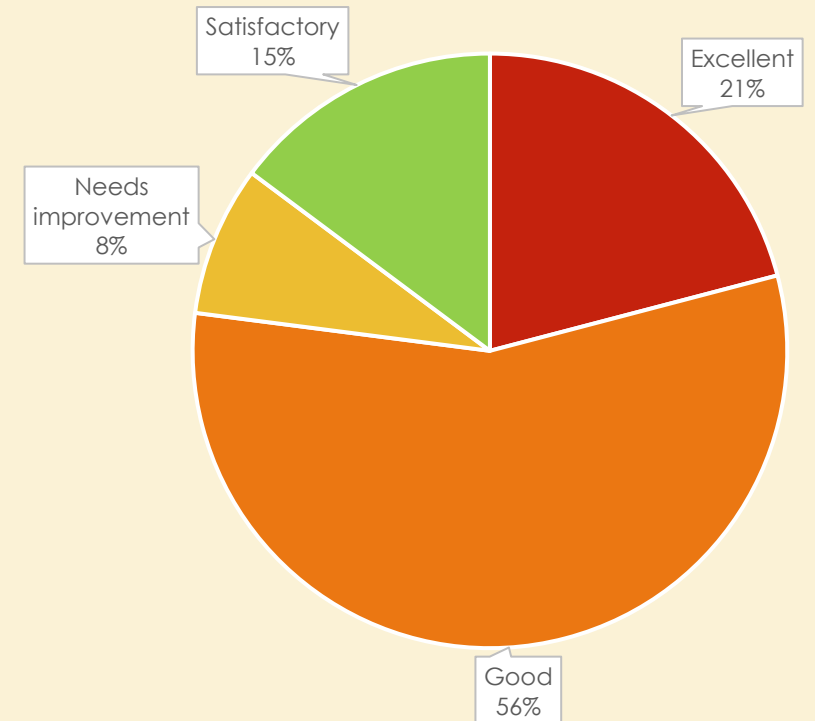
General Condition of OPD



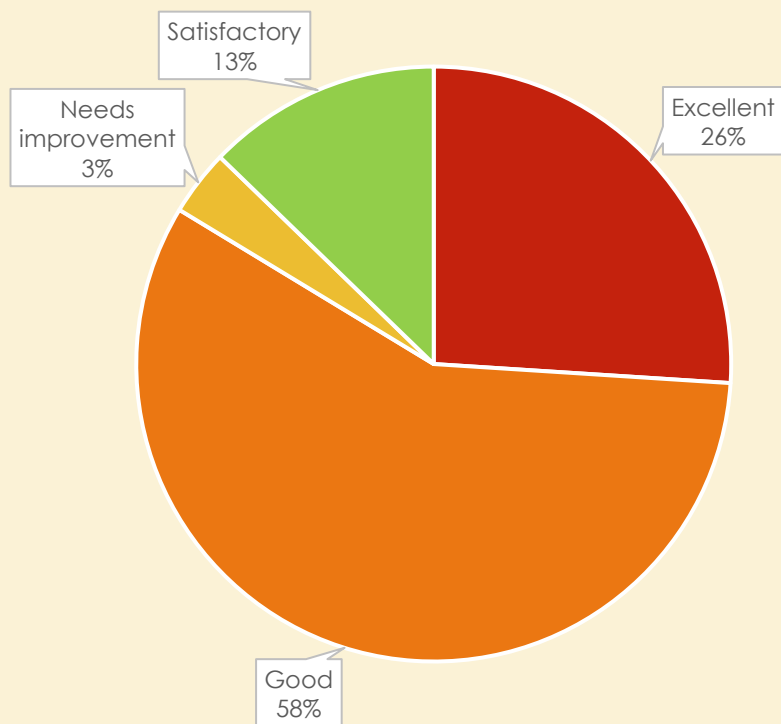
Was is easy to locate the OPD through signages?



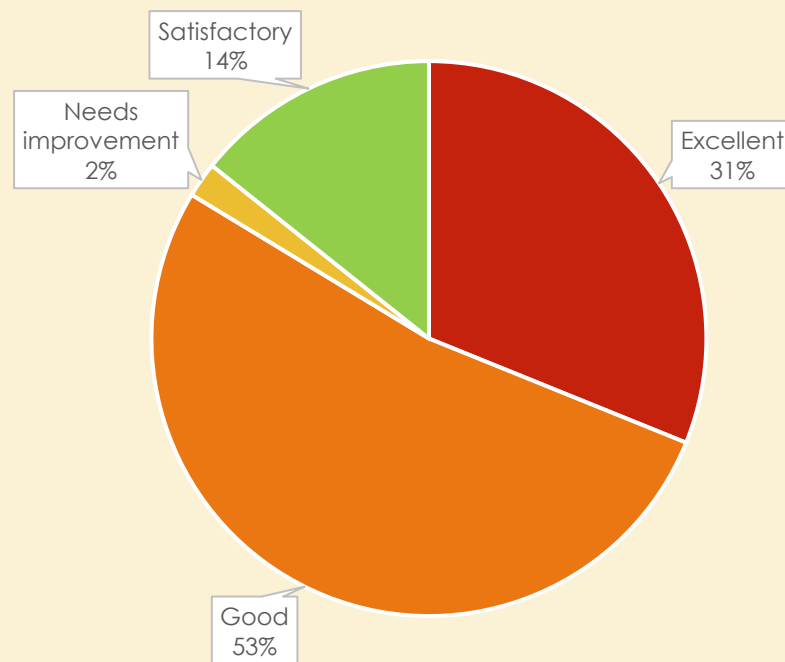
Registration Process Experience



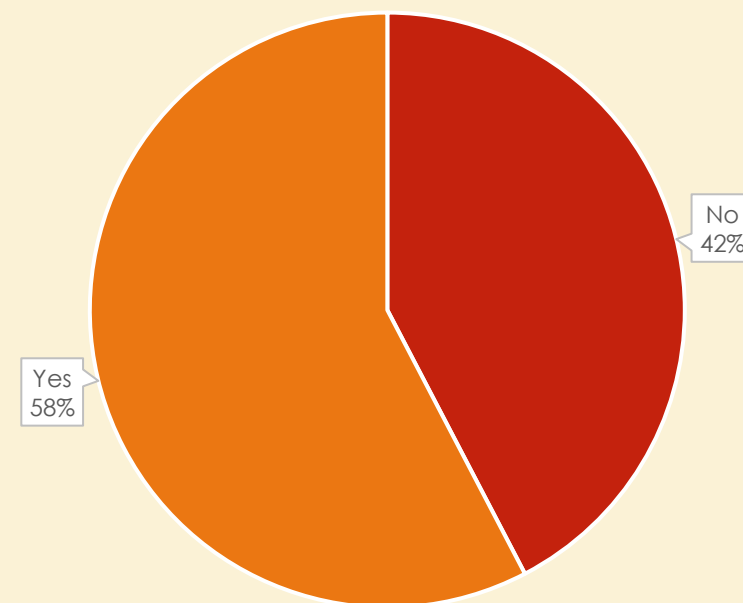
Billing Process Experience



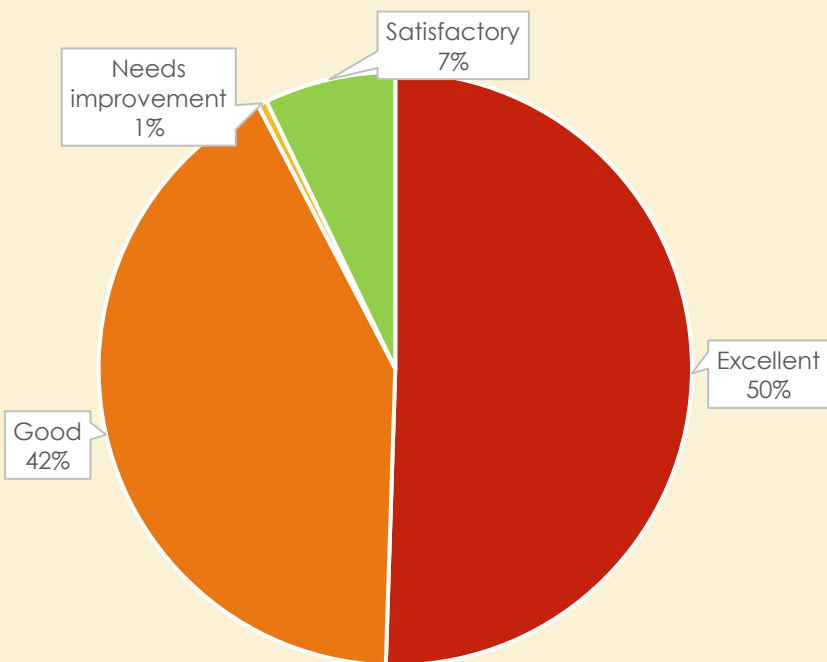
Pleasantness and Availability of Reception Staff



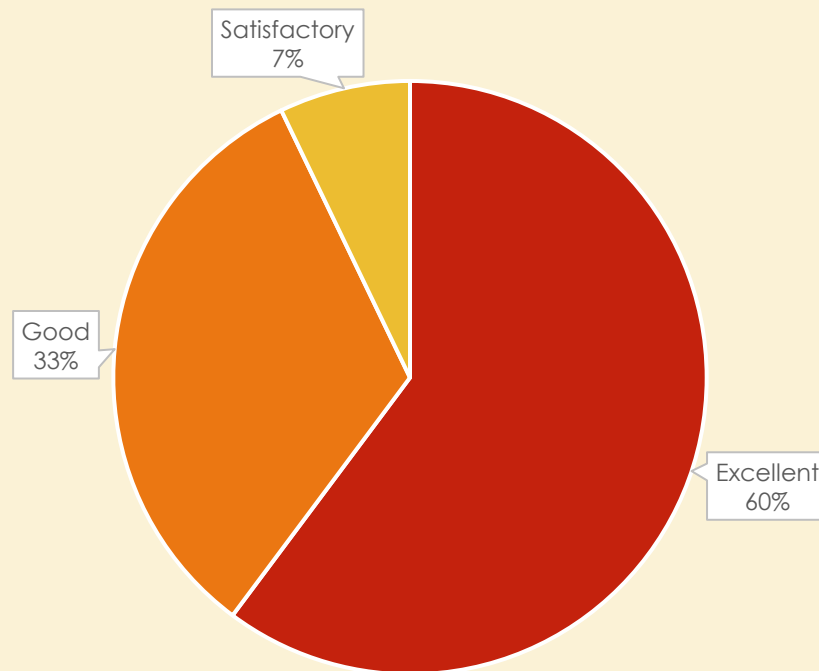
Was Waiting Time Acceptable?



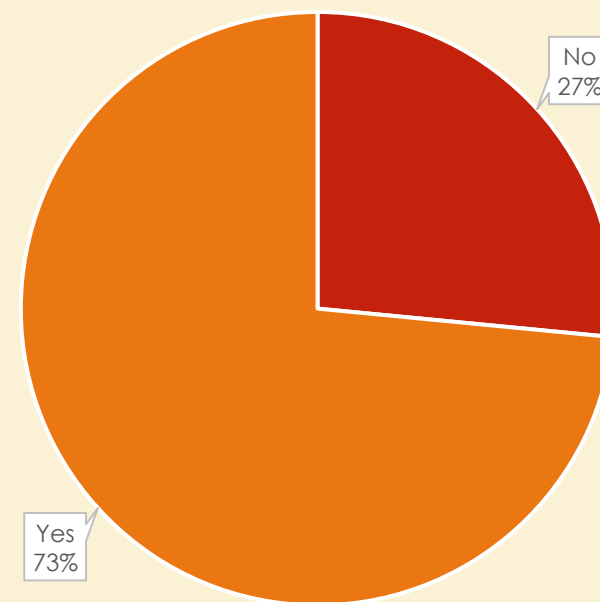
Doctor's Attitude & Behaviour



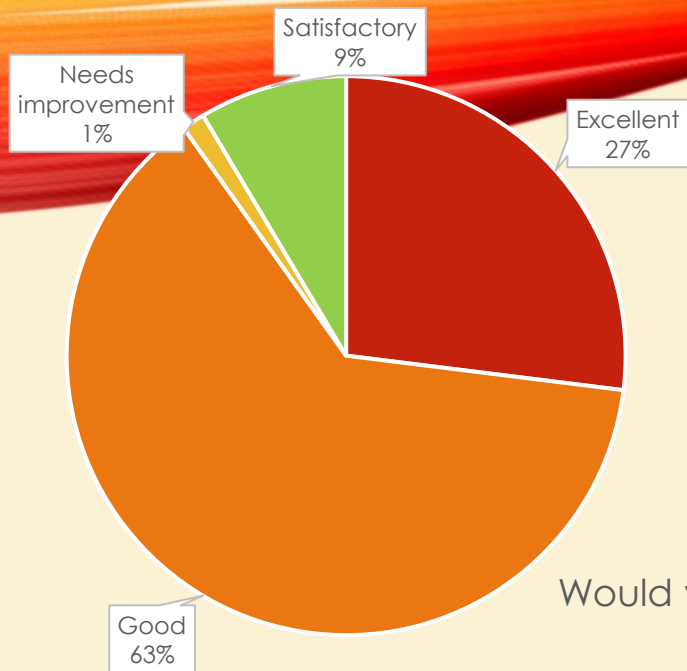
Consultation Experience



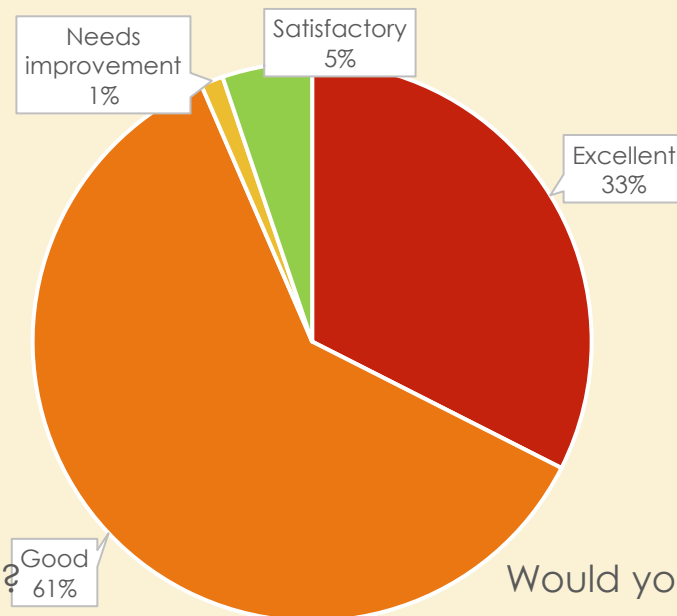
Was Consultation Time adequate?



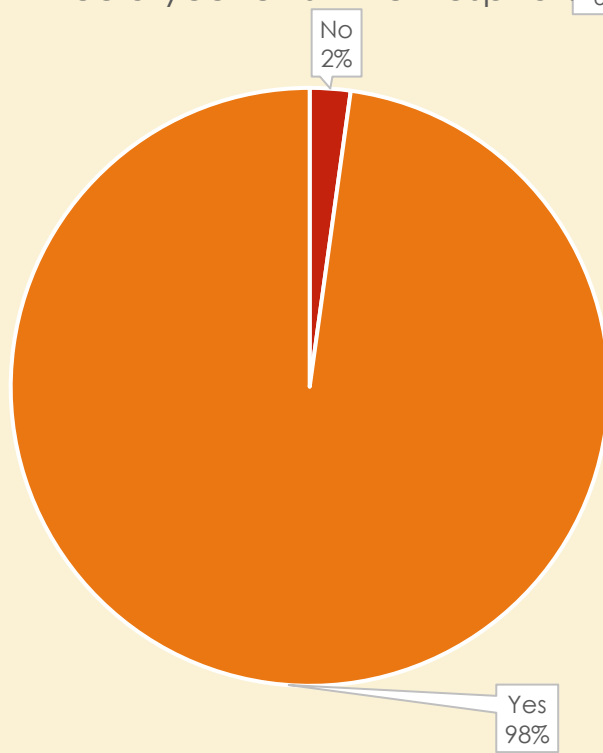
Pharmacy Experience



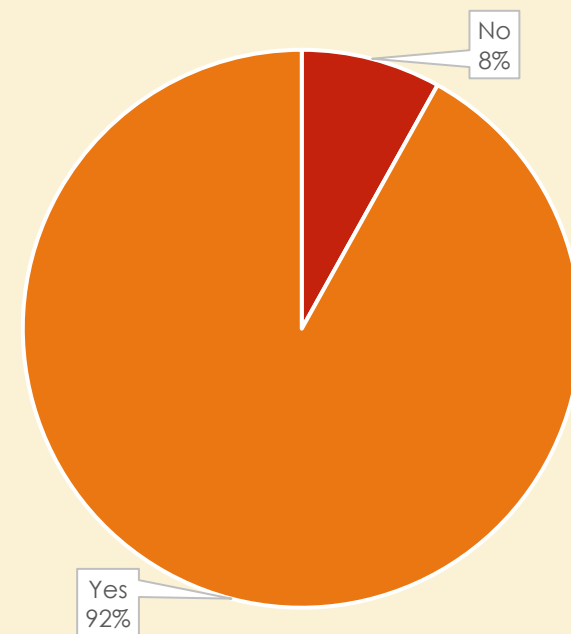
Investigation Experience



Would you revisit the Hospital?



Would you recommend the hospital to others?





CONCLUSION

The COVID-19 pandemic has altered the practice of OPD. Changes are observed patient management rules, such as appointment scheduling, active screening, patient healthcare declarations, accelerated consultation for unwell patients, and other waiting room procedures

At the start of the pandemic, OPD was closed completely from April 2020 till June 2020 when the corona cases were found in India and were at the peak. From July 2020, the OPD was started again at a slower pace with only a few doctors conducting the OPD and the number of patients were very less



It was seen
from the
study at
Jaslok
Hospital's
OPD that
during
Covid-19:

The OPD numbers has decreased significantly (56.95%),

Waiting time has increased (4.1 minutes),

Consultation time has slightly decreased,

TAT has increased, and

Over-all 88.26% patients found the overall OPD experience good

RECOMMENDATIONS

Providing a comfortable and patient friendly registration and billing process

Conveying all necessary and important information to the patients at proper time through secure messaging system

Training of the staff members so that the OPD process is done quickly and efficiently without errors

Doctors should come at the allotted time to the OPD and this would eventually lead to reduce the waiting time and eventually TAT

Increasing of OPD numbers can be done by arranging online consultations where the patient can consult the doctor at the comfort of his/her home

Increase in Consultation Time can be done by training the doctors to provide complete information to the patients, solve all patient queries and help patients wherever required

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www.jaslokhospital.net

The background features abstract, flowing waves in shades of red, orange, and yellow, creating a sense of movement and energy. The waves are layered, with some appearing more prominent than others, and they curve across the frame. The central text is set against a plain, light cream-colored background.

THANK YOU