



COLUMBIAASIA

**A STUDY ON THE DISCHARGE WAITING TIME OF
THE CASH PATIENTS AT COLUMBIA ASIA
HOSPITAL YESHWANTHPUR , BANGALORE**

**Dr Akanksha Mamgain
Roll No: 0250**

Introduction

COLUMBIA ASIA

About Columbia Asia

- International private healthcare company, it is owned by a US-based investment fund : International Columbia USA LLC (ICU)
- 28 medical facilities across Asia; 11 in Malaysia, 11 in India, 3 in Vietnam and 3 in Indonesia
- Hospitals in India:
 - Ahmedabad
 - Doddaballapur
 - Ghaziabad
 - Hebbal
 - Kolkata
 - Mysore
 - Palam Vihar
 - Patiala
 - Pune
 - Yeshwanthpur
 - Whitefield

➤ Mission:

"To deliver the best clinical outcomes in the most effective, efficient and caring environment"

➤ Vision:

"We have a passion for making people better"



CARHY

- **CARHY is a 168 bedded facility .**
- **Located at gateway center in Yeshwanthpur, the Northwest Bangalore.**
- **The Hospital opened in 2008 .**
- **It provides comprehensive tertiary-level services such as cardiac operations, orthopedics and neuroscience, as well as secondary level medical care.**



- It specializes in Transplants (Kidney, Liver), Interventional cardiology and cardiac surgery, medical and surgical oncology, Bone marrow transplants, cochlear implants and ENT surgeries, Neurological treatments like Deep brain stimulation for Parkinson's disease, Cosmetic surgery, obesity/bariatric surgery and management of high risk pregnancies, among others.
- It is a JCI accredited facility with conformity to the international standards.



Discharge process is defined as the process of activities that involves the patient and the team of individuals from various discipline working together to facilitate the transfer of patient from one environment to another.

The discharge process is an integral part of the continuous quality improvement.

The discharge process is an important element which influences the patient satisfaction.



Discharges in CARHY

- **There are 800 discharges on an average in a month.**
- **These includes the cash, corporate and the insurance discharges.**
- **The 2nd and the 3rd floor in the hospital is allotted to the IPD.**
- **The long discharge waiting time in the hospital is a matter of concern.**
- **The dissatisfaction related to the discharges is reflected in most of the IPD feedbacks.**
- **Discharge process is facing challenges not only in the insurance but also cash patients.**
- **The discharge waiting time for the cash patients is close to 3 hours.**
- **The discharge waiting time for the insurance patient is close to 5 hours.**

THE DISCHARGE PROCESS

Doctor informs the nurse about the discharge of the patient.



Nurse put the intimation into the system and informs the I/B department , does the issue returns to the pharmacy



The discharge summary finalization by the doctor



The pharmacy clearance





Bill finalization by the IB department



The billing coordinator informs the attendee about the finalization of the bill



The attendee pays the amount to the billing coordinator



The cashier gives a copy of final bill and a pink slip to the patient as a reference





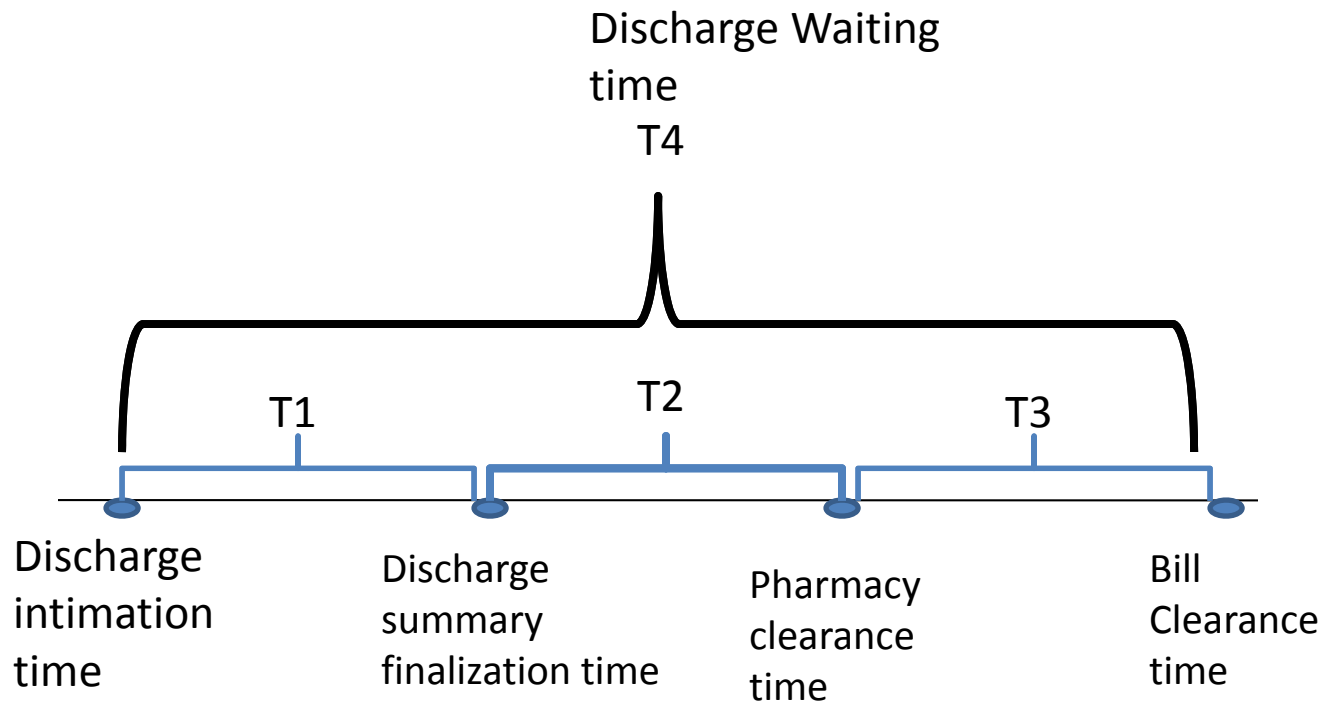
The pink slip is given to the nursing station by the patient



Explaining of the discharge summary to the patient by the nurses



Patient vacating the room



❑ T1 is the time taken for the summary finalization and is the difference between the discharge summary finalization time and the intimation time.

❑ T2 is the time taken for the pharmacy clearance and it is the difference between the pharmacy clearance and the discharge summary finalization time.

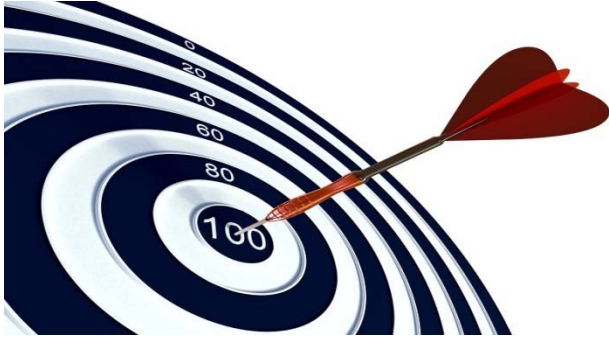
❑ T3 is the time taken for the bill clearance and it is the difference between the bill clearance time and the pharmacy clearance time.

❑ T4 is the time taken for the discharge of the patient and it is the difference between the bill clearance time and the discharge intimation time.



RESEARCH QUESTION

What is the impact of the Discharge management framework on the discharge waiting time of the cash patients?



OBJECTIVES

- To study the impact of the Discharge Management framework on the discharge waiting time of the cash patients in the Columbia Asia Hospital Yeshwanthpur ,Bangalore
- To compare the discharge process of the cash patients before and after the intervention of the plan.
- To analyze the discharge process of the cash patients and problem areas in the last six months.
- To set the targets and focus areas for the coming months.

METHODOLOGY

- **Type of study** : Quantitative pre and post interventional study.
- **Study population** : IPD Patients in 2nd and 3rd floor from 1st Sep 2016 to 28th Feb 2017 for the pre interventional study and from 1st March, 2017 to 30th April, 2017 for the post Interventional study at Columbia Asia Hospital Yeshwanthpur, Bangalore
- **Study area** – 2nd and 3rd IPD floors, Columbia Asia Hospital Yeshwanthpur, Bangalore
- **Duration of Study** – 3 Months(13th Feb 2017 to 13th May 2017)
- **Type of Data** – Quantitative
- **Technique** – There were two sets of the data. The data for the pre interventional study was obtained from the HMIS. The post interventional data by direct observation of the discharge process and following up of the patients.
- **Tool** – Discharge format is prepared to analyze the data.

- **Sample size:**
- ✓ **For the pre interventional study:** All the patients discharged between the month of Sep 2016 to Feb 2017.
- ✓ **For the post interventional study:** All the patients discharged between 1st March 2017 to 30th April, 2017.
- **Sampling technique-** Purposive sampling
- **Inclusion criteria-**
- ✓ All cash patients discharged on 2nd and 3rd floor at Columbia Asia Hospital, Yeshwanthpur, Bangalore
- ✓ Standard format and protocols followed by the floor staff during discharge
- **Exclusion criteria-**
- ✓ The TPA/insurance patients discharged on 2nd and 3rd floor at Columbia Asia Hospital, Yeshwanthpur
- ✓ The patients admitted in ICU
- **Data entry-** Manually
- **Data Analysis-** Using bar charts, line graphs, tables

PHASES OF THE STUDY

PHASE 1: The data is collected from the HMIS. It includes the data of the patients discharged between 1st Sep, 2016 to 28th Feb, 2017.

INTERVENTION PHASE: Meetings, discussions and framing of the discharge management plan with the involvement of all the stakeholders.

IMPLEMENTATION PHASE: This phase involves the implementation of the discharge management plan in the month of March and April.

PHASE 2: It is a post intervention phase. All the patients discharged in the month of April and March are observed and the data is analyzed.

THE DISCHARGE MANAGEMENT FRAMEWORK

Elements	Aim	Targets
Formation of a multidisciplinary team	Periodic review on the discharges of the cash patients	To bring the discharge waiting time for the cash patients to 1 hr.
Draft summary concept	Discharge summary finalization before 12 o'clock	To bring the discharge summary finalization time to 30 mins.
Recruitment of the Registrar doctors	To speed up the discharge summary finalization	Appointments of the registrar doctors
Use of shortcom sms facility	To follow up a discharge patient	Immediate corrective action for the delayed discharge .

Elements	Aim	Targets
Pharmacy –discharge updating	To reduce the time for pharmacy clearance	To bring down the pharmacy clearance time to 20 mins.
Monitoring of the barcoding process in pharmacy	To reduce the delay in the pharmacy clearance time	To bring down the pharmacy clearance time to 20 mins.
Monitoring of the prescription verification process in the pharmacy	To reduce the delay in the pharmacy clearance time	To bring down the pharmacy clearance time to 20 mins.
The allotment of an extra staff for the discharge medication handling in the pharmacy.	To reduce the delay in the pharmacy clearance time	To bring down the pharmacy clearance time to 20 mins.

Elements	Aim	Targets
Streamlining the billing process	To reduce the delay in bill clearance time	To bring down the bill clearance time to 15 mins.
Bill summary finalization information to patient as well as to the nursing staff	To follow up the patient	To reduce the waiting time of the patient
Recording the timings of informing the patient	To follow up the patient discharge	To capture the delay on the part of the patient
Redefining the roles of Floor Manager	To follow up the discharges of the patients	To decrease the waiting time of the patient during the discharge
Redefining the role of the Floor supervisors	To follow up the discharges of the patients	To decrease the waiting time of the patient during discharges
Use of technology to update each and every stake holder	Proper communication of information	Immediate response and corrective action

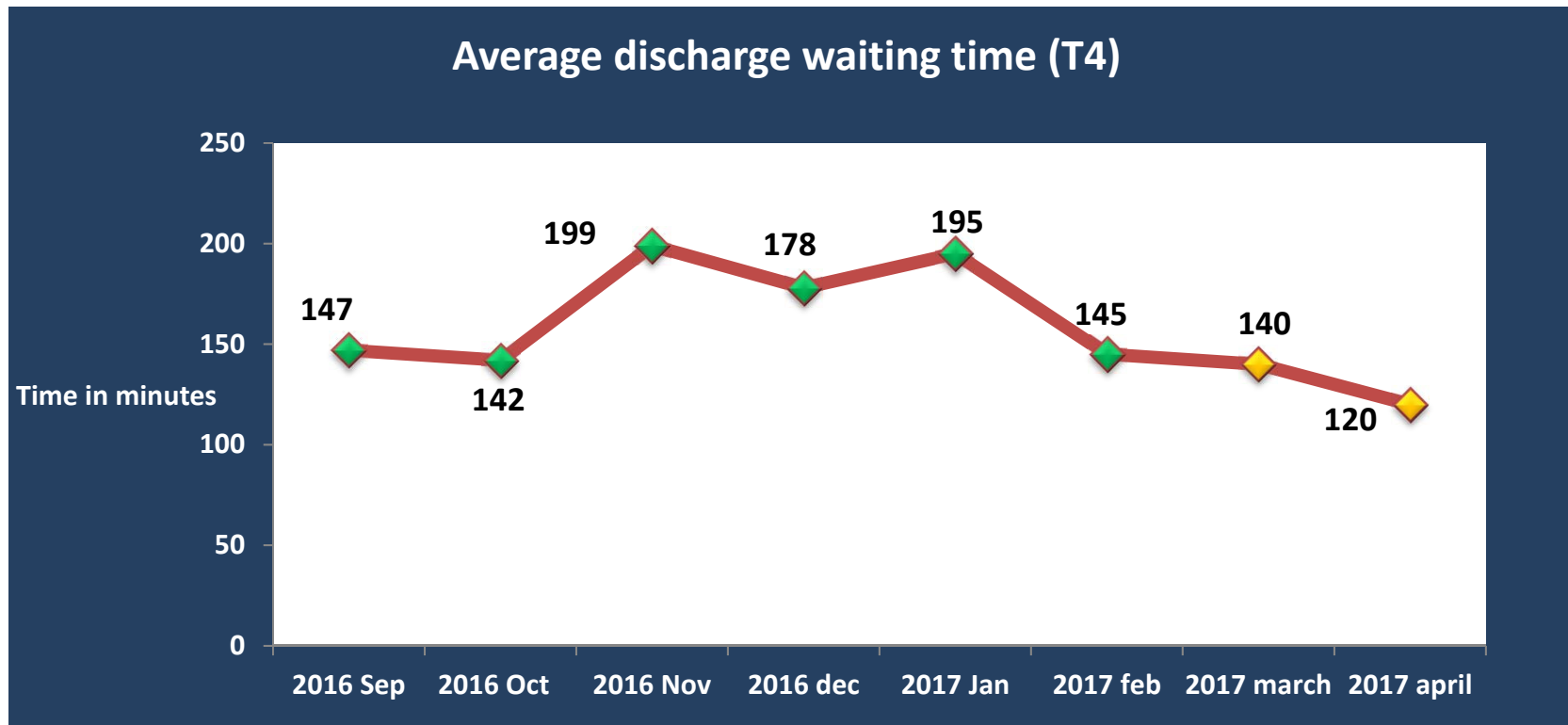


Figure 1:

The figure shows the decreasing trend of the Average discharge waiting time. The average time for the entire discharge process was more in the last months and gradually shows a decrease in the month of April and March.

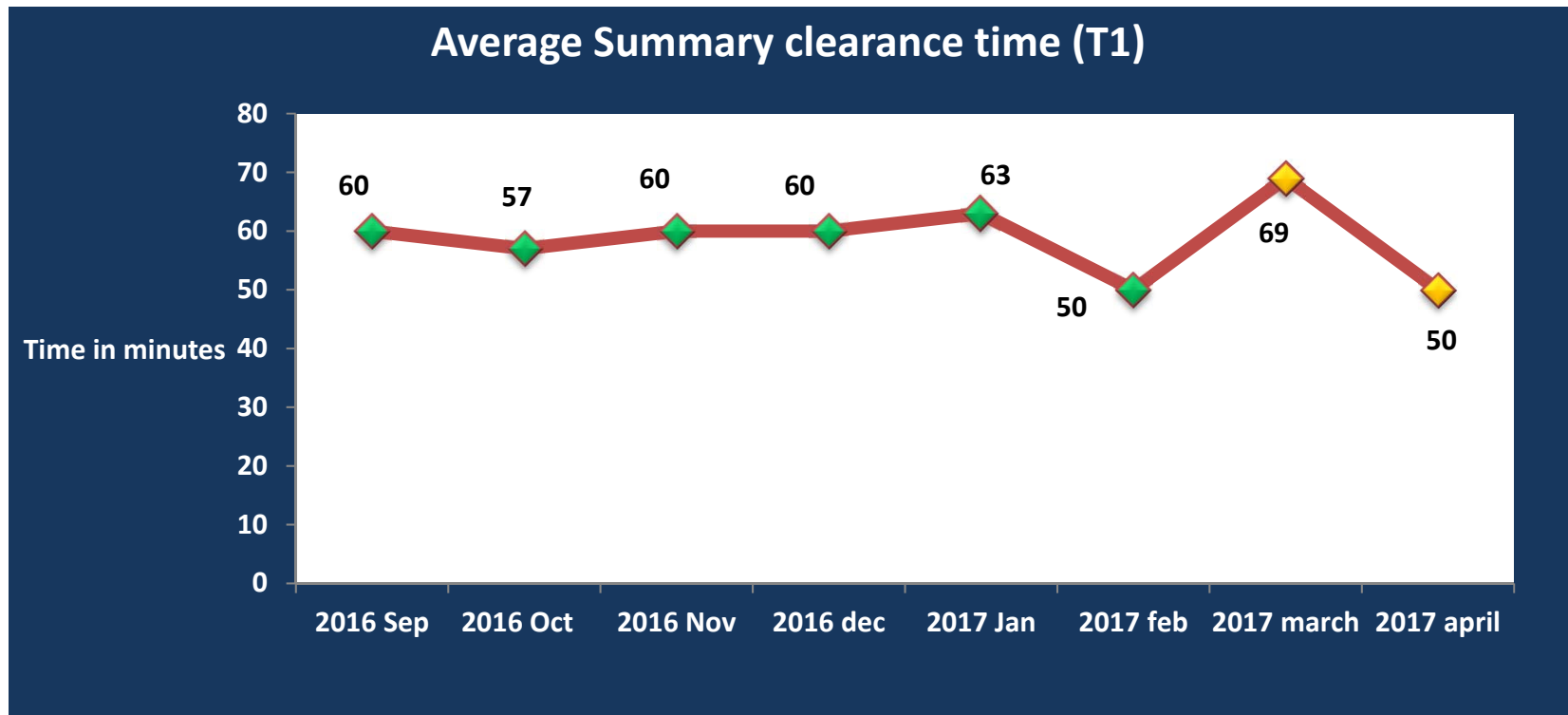


Figure 2:

The figure shows the decreasing trend of the Average discharge summary finalization time. The average time for the entire discharge process was more in the last months and gradually shows a decrease in the month of April and March.

Element	Pre-interventional phase	Post-interventional phase	Result
Average discharge waiting time	167 minutes	137 minutes	30 minutes
Average summary finalization time	60 minutes	58minutes	2 minutes
Summary finalization time Internal Medicine	57 minutes	48 minutes	9minutes
Summary finalization time obg	53minutes	46minutes	11minutes
Summary finalization cardiology	56 minutes	64mins	8minutes
Summary finalization time gastroenterology	80 minutes	75minutes	5minutes

Element	Pre-interventional phase	Post-interventional phase	Result
Discharge summary finalization time Medical oncology	60 minutes	68 minutes	8 minutes
Summary finalization time neurology	81minutes	90minutes	9minutes
Summary finalization time pediatrics	81minutes	55minutes	26minutes
Summary finalization time nephrology	69minutes	90minutes	21minutes

Discharge summary time orthopedics	41minutes	35minutes	6 minutes
Discharge summary finalization neurosurgery	103 minutes	103 minutes	-
Discharge summary finalization general surgery	71minutes	57minutes	16minutes
Discharge summary finalization urology	59minutes	45minutes	14 minutes

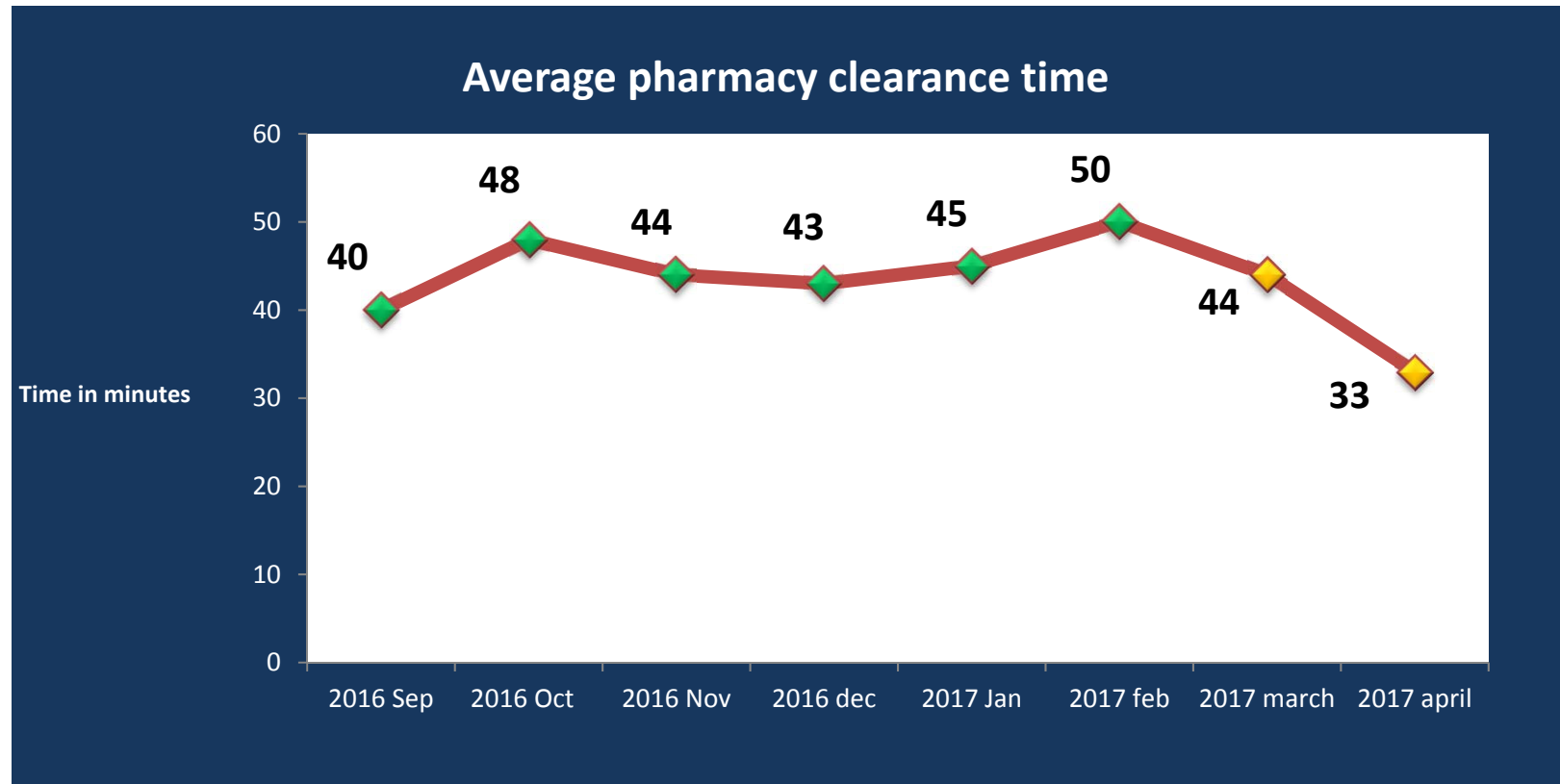


Figure 3

The figure shows decreasing trend in the pharmacy clearance time. It has decreased to 33 min in the month of April.

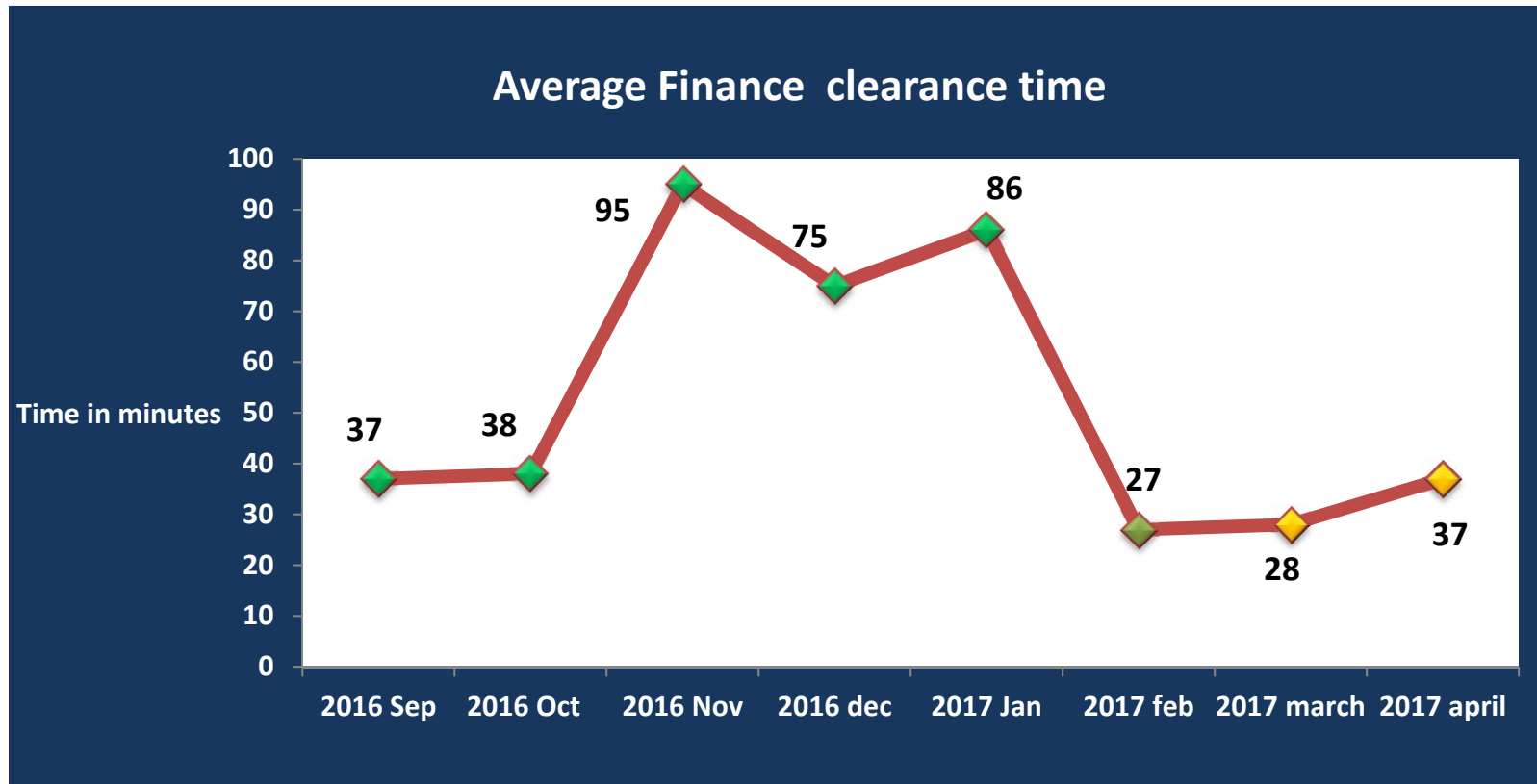


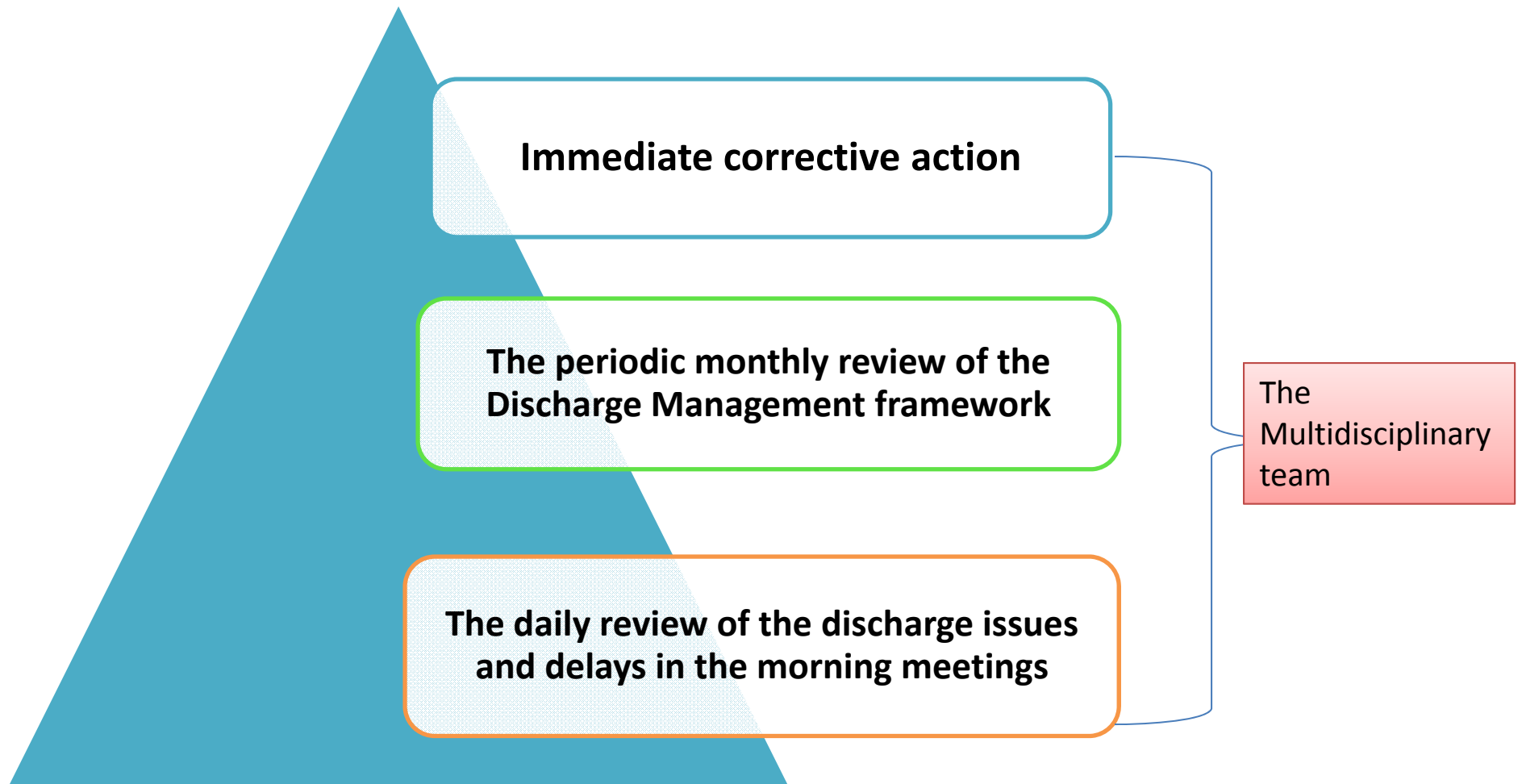
Figure 4

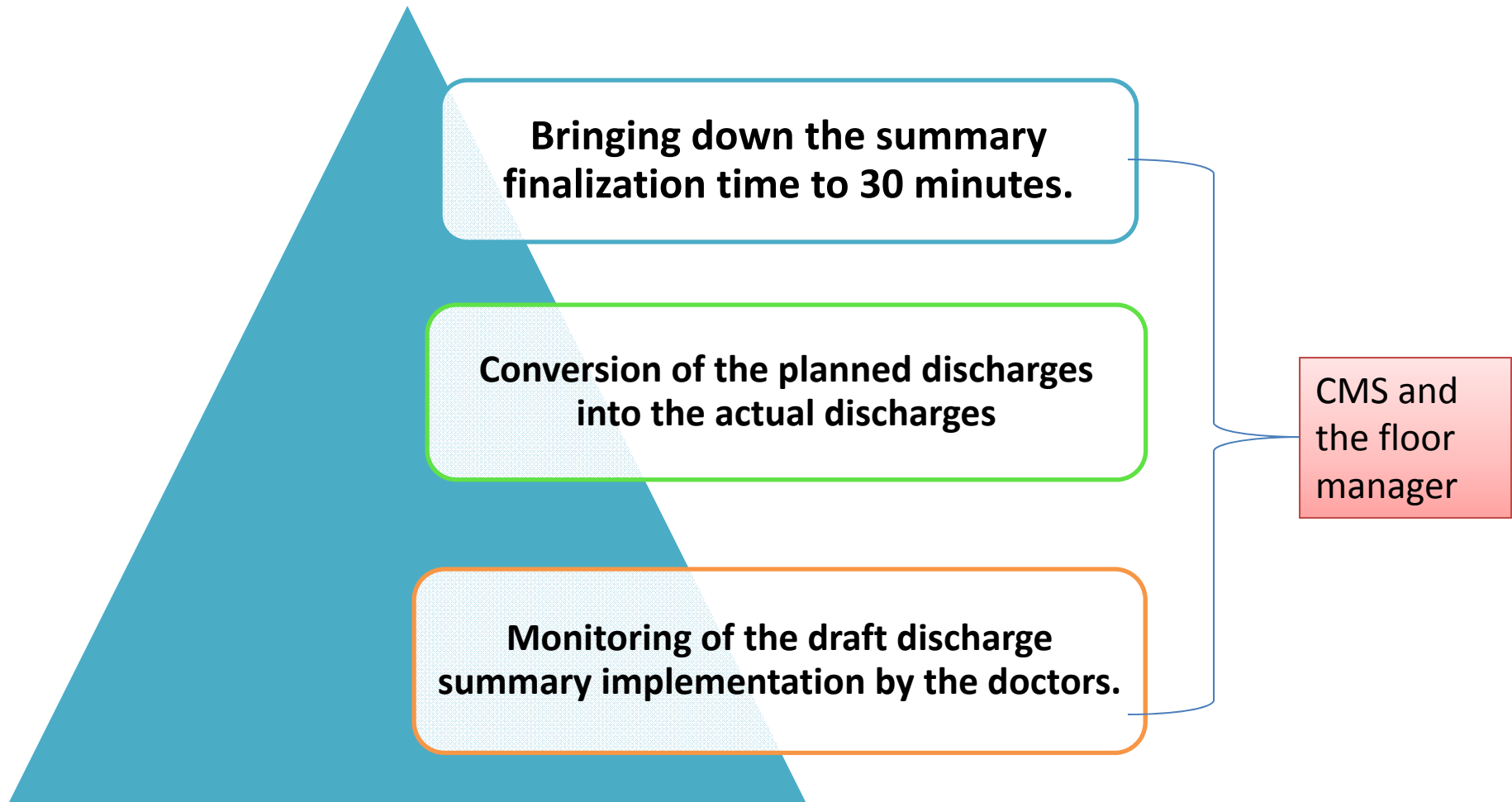
There is a decreasing trend in the financial clearance. The values have dropped down to 28 mins and 37 mins respectively.

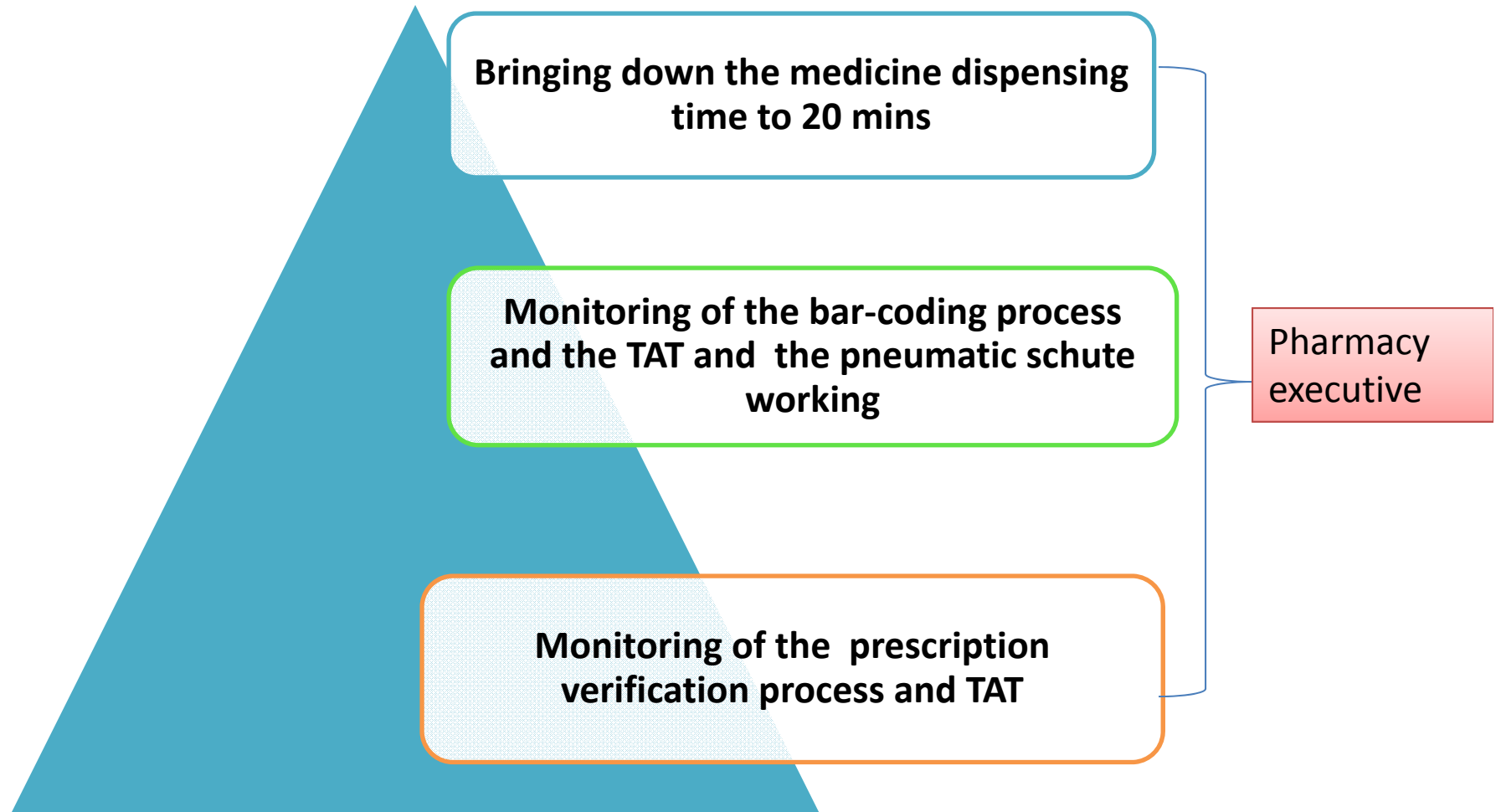
Element	Pre-interventional phase	Post-interventional phase	Results
Average pharmacy clearance time	45minutes	39minutes	6minutes
Average finance clearance time	59minutes	33minutes	26minutes

Looking ahead

COLUMBIAASIA







**Bringing down the Finance
clearance time to 10 mins**

**To prepare checklist for the patients
coming to the billing department .**

**To focus on the Insurance patients
discharge waiting time**

I/B
department
customer
care
assistants



CONCLUSION

The Columbia Asia Hospital like any other hospital is facing difficulties with the discharge process. The discharge of the cash patients requires strict monitoring and control for the effective results of the discharge management framework. This require a focused approach and joint commitment from all the concerned departments. The process requires continuous reviews and corrective measures.

