

To Analyze the Gaps in Conversion Process of Various Departments

A Study undertaken at
Fortis Escorts Hospital, Jaipur

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Introduction

A gap analysis is a method of assessing the differences in what is expected and the actual performance on the set parameters.

To determine whether business requirements are being met and, if not, what steps should be taken to ensure they are met successfully.

Gap refers to the space between “where we are” (the present state) and “where we want to be” (the target state).

Problem Statements

Generally speaking the hospital is doing well.

However, giving a closer look at the previous business record in hospital care and comparing it with present situation, there is a significant fall in the number of patients availing the services at the hospital, which is a point of concern to the hospital.

Objectives

To observe and analyze the gaps in convergence process of

- **Out Patient Department (General)**
- **Paediatric Department (OPD)**
- **Preventive health check-up department**
- **Patient help desk**
- **Patient counseling center, and**
- **Billing department (Indoor patients)**

Operational Background

The Patient after receiving the consultation from various doctors present in O. P. D. is being provided with prescription consisting of various directions Including :

- Recommendation for admission in IPD**
- Suggestions for various investigations**
- Diagnosis**
- Medicines with recommended dosages**

In case of patient is advised with diagnosis and treatment. The patient purchases the medicines and leaves the hospital.

But in cases where patients are advised with admission and Investigations the patient should normally opt for the services being provided by the hospital.

However, as per the hospitals past one year record there has been significant decline in the number of patients availing the services at the hospital.

Revisiting Objectives

Hence the Main objectives of this study are:

- To indicate the gaps in terms of structure, process and outcome.
- To suggest alterations in structural designs, process of the facilities to meet the requirement.
- To give corrective and preventive action to bridge the gaps identified.

Data Collection

Primary Data

Sources Of Data:

1) Observations and interviews:

Personal interviews of six department's patient coordinators, Preventive health check in-charge, Managerial staff including nurses, Doctors, Financial counselors, Patients, General duty assistants and Observation of process steps during the study period.

2) Discussions with key stakeholders:

A good amount of data was collected using discussions with key stakeholders of seven departments, patients coordinators and Department general duty assistants, managerial staff including nurses, Doctors, and Patients.

Data Compilation & Analysis

Based on the primary data, the following outcomes are evident:

- 1. There is huge workload and large queues of patients in the billing counter.**
- 2. Patients lose lot of time in queues due to lack of efficiency.**
- 3. After the registration, paying required fees, patients find it difficult to locate the department.**
- 4. Patient is not aware of the criticality of physicians' recommendation and avails services that he/she can understand and correlate to his/her health problem.**
- 5. Patient discharge from the hospital is delayed, leading to patient dissatisfaction.**

Data Compilation & Analysis

Data from Patients

- i) 9:00AM to 5:00PM is O. P. D. timings, but the patients have to wait due to non availability of doctors as sometimes doctors are also busy in inpatient care.**
- ii) Long queues for registration taking around 2 hrs to complete the process.**
- iii) Appointment time with the doctor may not match due to long queues. Sometimes patients may require re appointment.**
- iv) Standing in the long queue for investigations again.**
- v) The O.P.D. Patient Satisfaction of Fortis Escorts Hospital, for the month of March'2017 is as follows :-**

Data Compilation & Analysis

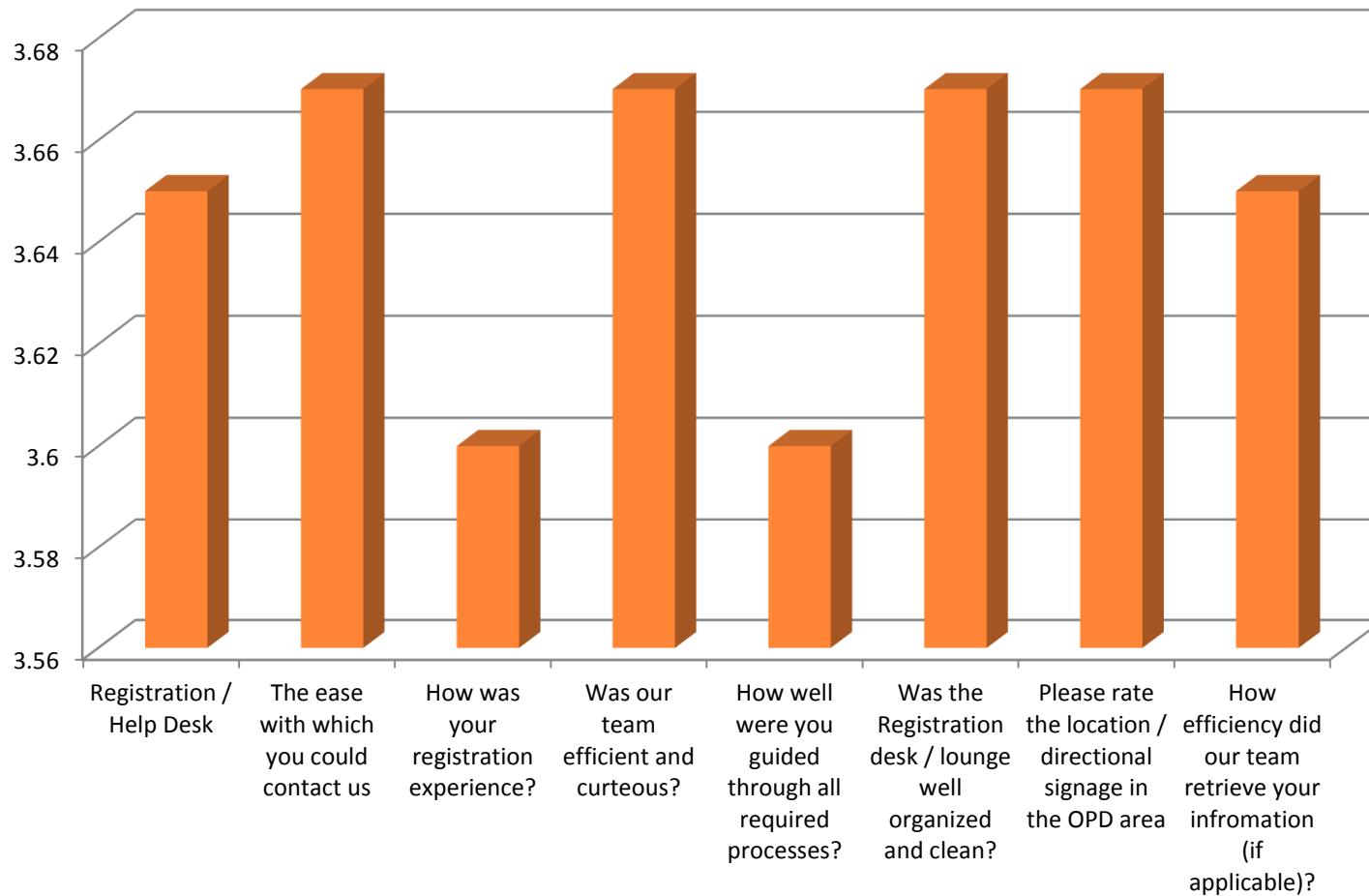
The rating is done based on scores obtained against each questions which are four which is as follows:

- 4 – Very Good,**
- 3 – Good,**
- 2 – Fair,**
- 1 – Poor.**

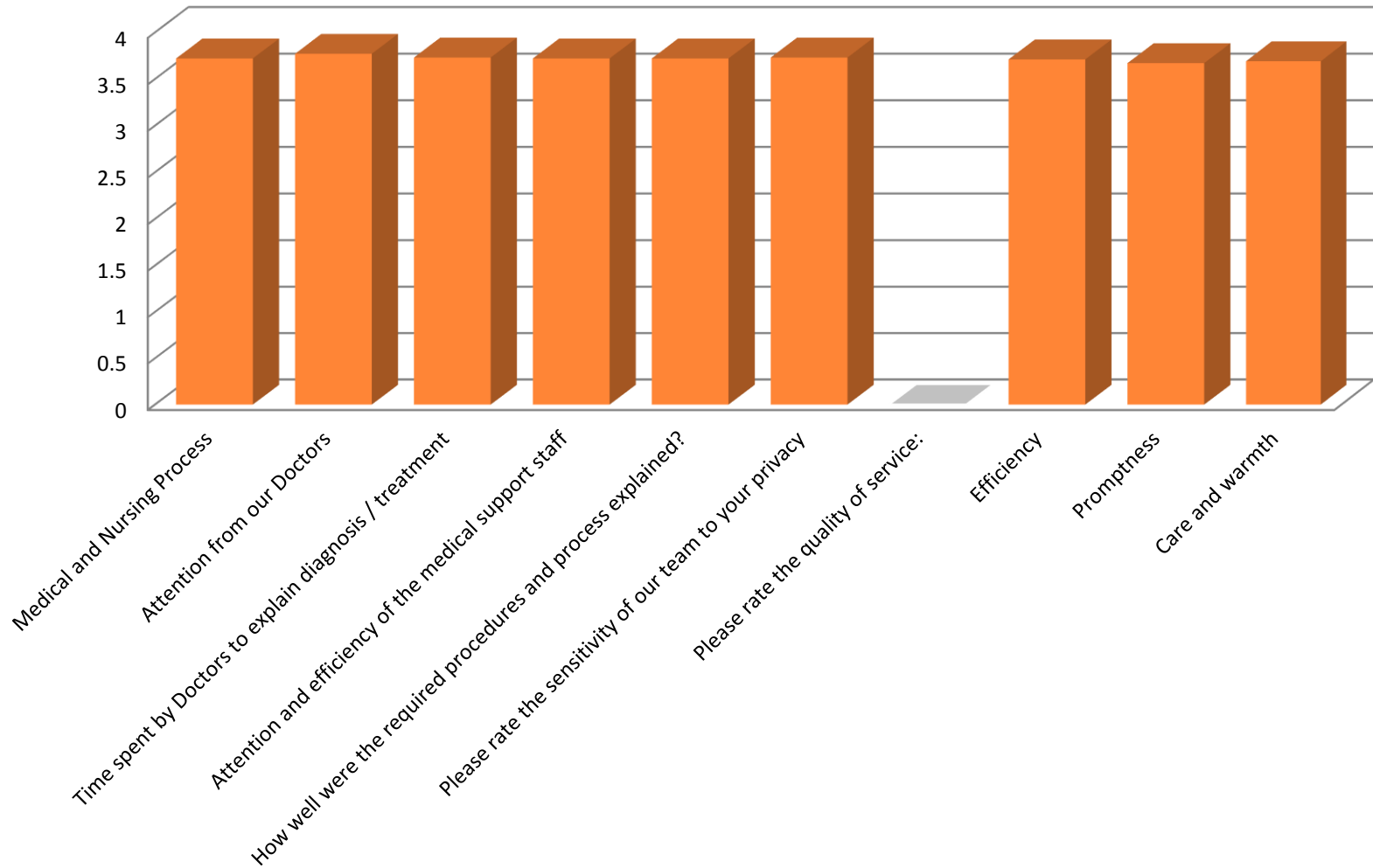
The following are the graphical representations of various patients satisfaction, based on patients satisfaction score sheet of Fortis Escorts Hospital, Jaipur for the month of March 2017 .

- 1. Registration And Help Desk,**
- 2. Medical And Nursing Process,**
- 3. Other Facilities,**
- 4. Behavior Of The Fortis Team,**
- 5. How Did You Select Fortis Facility?,**
- 6. Would You Recommend Us To Others?**

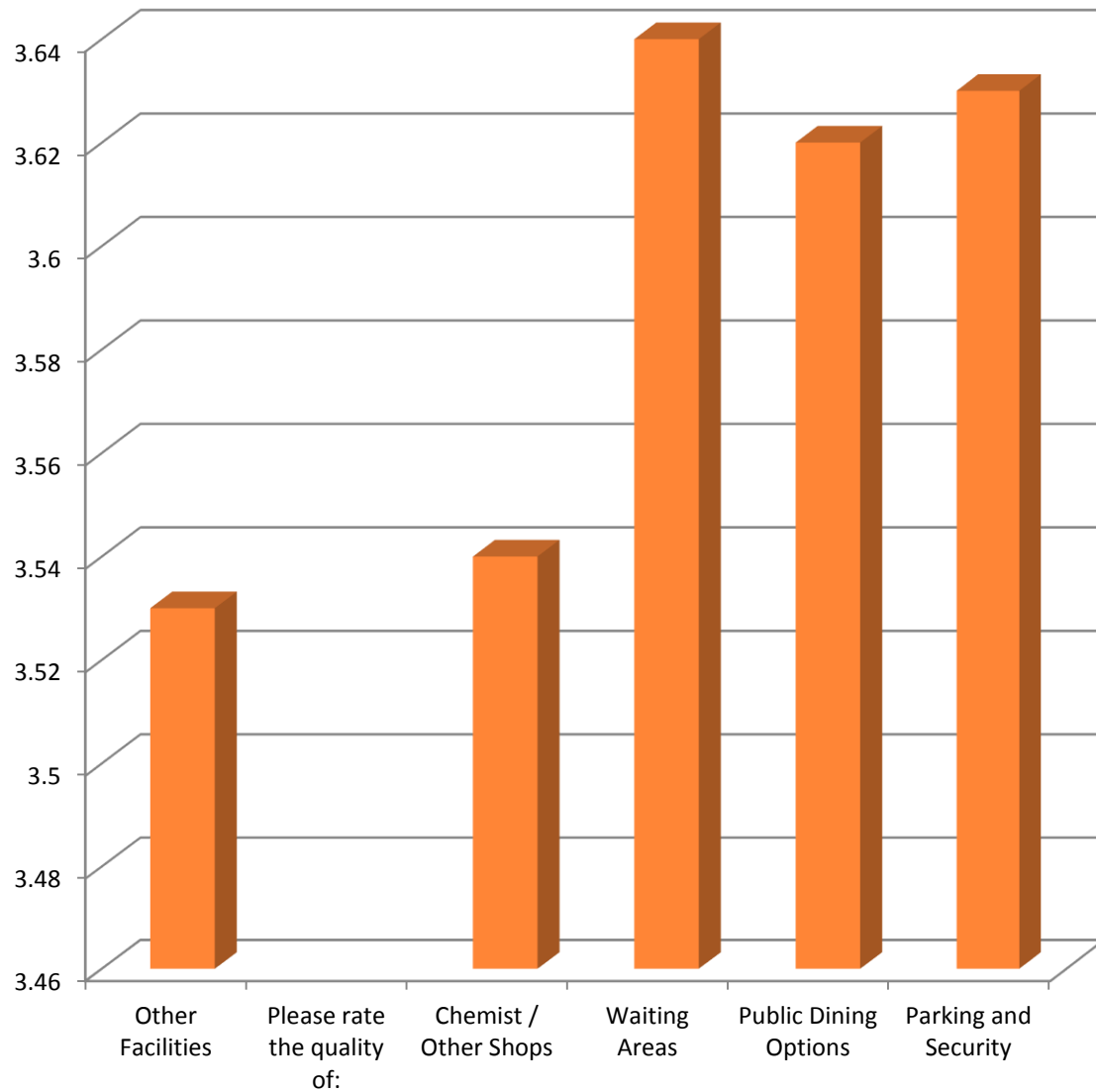
Registration And Help Desk



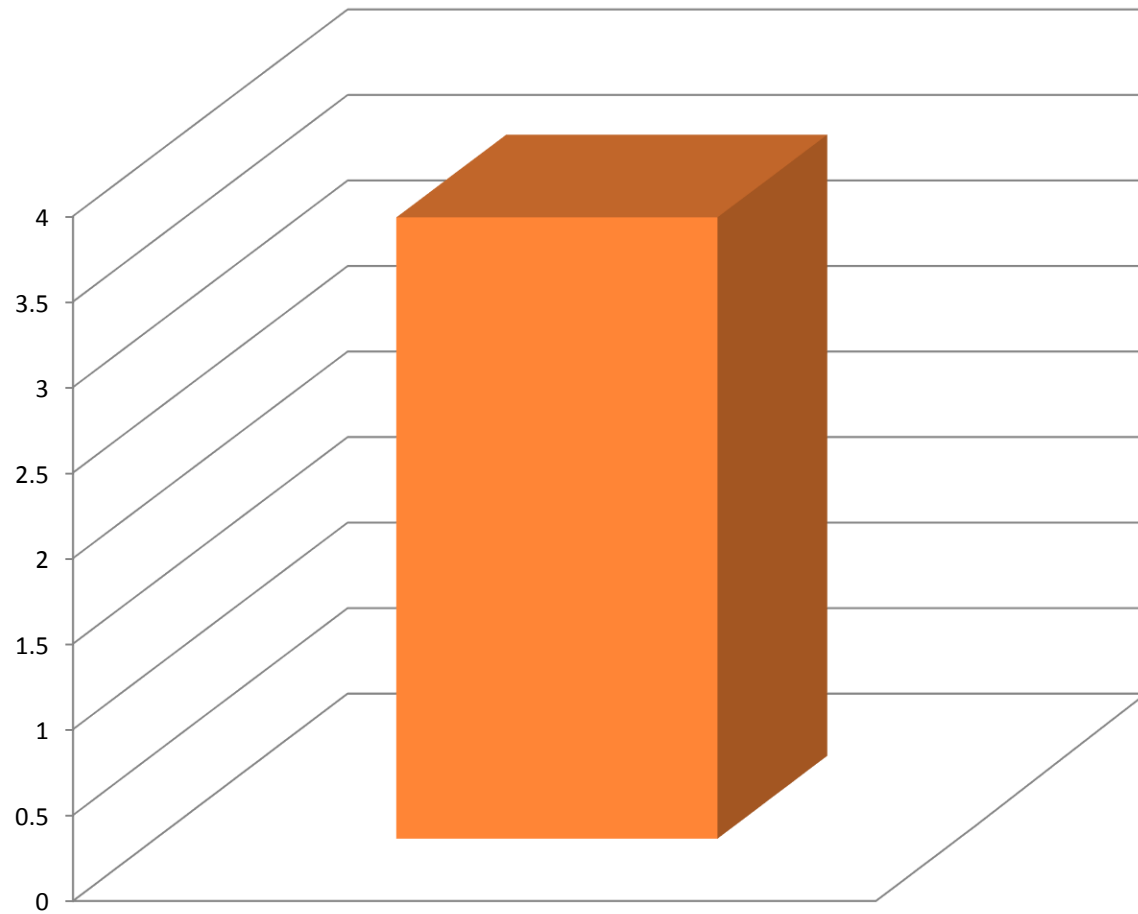
Medical And Nursing Process



Other Facilities

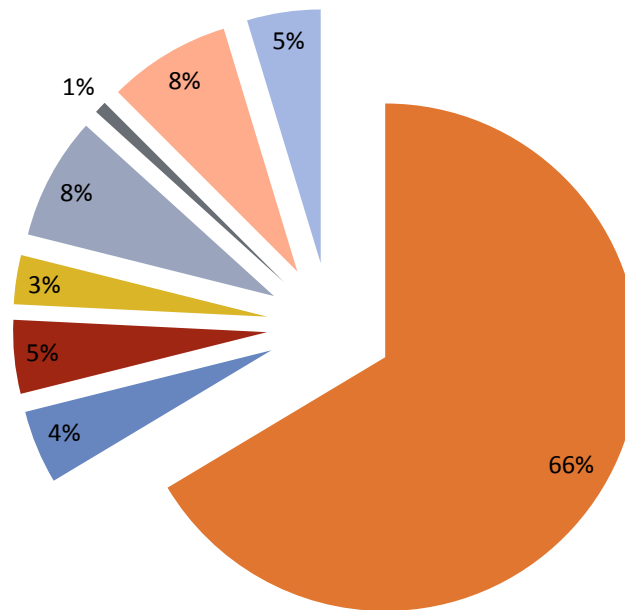


Overall Level of Service



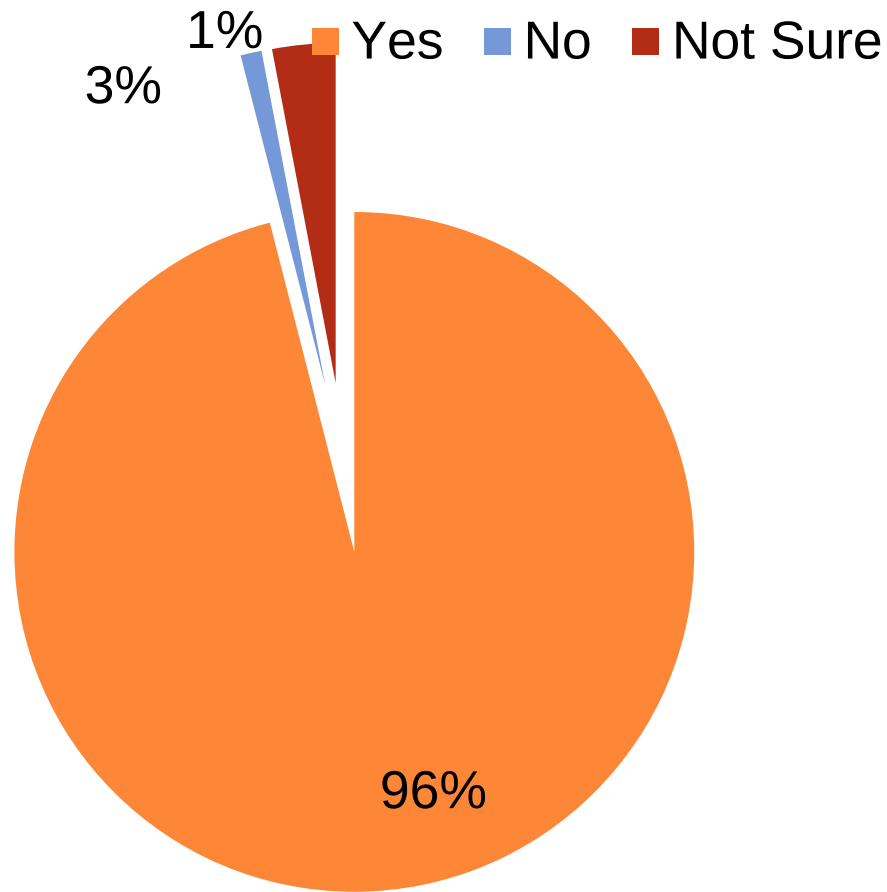
How Did You Select This Fortis Facility?

- 1 Reputation
- 2 Family Physician
- 3 Repeat Patient
- 4 Corporate Tie-Up
- 5 Location
- 6 Web-Site / Advertising
- 7 Other
- 8 Friend / Family



Number of respondents (N) = 1520

Data Compilation & Analysis



Would You Recommend Us To Others

Conclusion

From the above observations we can realize that the hospital is functioning good.

We can further improve the patient satisfaction, if we manage the queuing systems, appointment with various doctors, reduce the waiting time at the time of discharge and explain various recommendation/ suggestions to hospital.

Suggestions

For the purpose of bringing in efficiency in the system, the following may be implemented:

- 1) Introduction of an executive responsible for helping patients fill up the registration forms thus removing the queuing.**
- 2) Classifying the Bill Counters in to two:**
 - i) General Registrations**
 - ii) Investigations & Diagnostics**

This will segregate the patients and reduce confusion amongst the patient which is also a factor in Patient Dissatisfaction.

Suggestions

The Patients at the Billing Desk at the time of Registration are being provided with Bill Copy. The Patients find problems in finding the Respective Department.

This Problem can be rectified by Mentioning the Room Number in the Bill Copy given to the Patients.

This will solve the Confusion of the patients regarding finding Respective Department and will save their time.

Suggestions.....

Introduction of digital prescription for the patients consisting of the following activities:

Admission, Investigations, Diagnostics and advising the patient to collect the physical copy from the counselor.

This will bring Counselor in to process and the patients would not omit the counselor as is observed in few cases.

The data of the prescription can be filled by the assistant doctor or Doctor.

Suggestions.....

The Check – Out Time of the Hospital is 11 A. M which is missed by the patients primarily due to Late Beginning of T. P. A. Office in the Morning which is 10 A.m.

The Final Bill along with Discharge Summary and necessary other Documents including Investigations Reports should be forwarded to T. P. A. Office in the Late Evening before 6 P. m.

T. P. A. will scrutinize all Documentations and will auto Debit the Hospital Early Morning by 10 a.m..

If any additions to the bills are there then they will be sent by note to T. P. A. which can be scrutinized additionally for settlement. This will help to save Half Day Room Rent by the Patients which is sort of Financial Burden to them.

Suggestions.....

On Fridays and Saturdays, it has been observed over a period of time that there is staff shortage on the billing desk leading to patients agitation and frustration and even cancellation of packages in Preventive Health Check.

Hence on these days if the Coordinator is given authority to do the billing in case of non availability of staff, ease the stress of Patients and even solve problem related to cancellation of packages.

Suggestions.....

The software “TrakCare” used by the hospital for Patient Database Management often Hangs resulting in delays in registration leading to increased waiting time. This Issue can be tackled by adopting following approach:-

- i) Exclusive line dedicated only for the purpose of crucial services related to Patient Care: -**
 - a) TrakCare**
 - b) Pharmacy Billing**
 - c) T. P. A. Billing**
 - d) Diagnostic**
- ii) For rest of the purpose other internet service provider can serve the purpose.**

The Printers does not functions properly at times should be tackled by providing sufficient number of additional standby functional printers to take care of the problems.

Suggestions.....

If we Place the “May I Help You” Desk in such a way that it is in direct visibility of patients entering the hospital, than the patients will directly access them and try to tackle their problems in first place which will eventually help in avoiding confusion and problems.

There is no “May I Help You” Desk near to Pediatrics Out Door Patients Department’s Entrance, which should be placed.

Suggestions.....

In preventive health check department “tread mill test” equipment is damaged due to unknown cause. Hence restricted access is required to concerned personals only which will prevent misuse and normal functioning of expensive equipment.

In Preventive Health Check Department “Scrollers” should be introduced with small brief Messages and Statements regarding Lifestyle Modification and various Preventive Tips which will be a Value Addition to the already existing facilities and packages.

Suggestions.....

As we are quoting “9 – 5 Out Door Patient Department Time”, we should see to it that patient should not wait due to non availability of doctors and should be attended to by Associate Doctors for the purpose.

This will reduce frustrations amongst patients caused due to non availability of Doctors. This will improve patients satisfaction.

The Check-Out time of the hospital is 11 a. m. which is missed by the patients primarily due to late preparation of discharge summary.

This problem can be rectified by initiating the discharge process in the late evening seeking clearances from all concerned departments in the hospital, compared to morning, as done in the present system.

There should be two types of patients attended by the Doctors in their chambers :-

1) New Patients

2) Discharge Patients alternatively.

By this method Patients can be Discharged before 11 a.m. thereby saving them half day room charge.

Recommendations.....

Compare the advice for bringing In efficiency of the system with the processes currently in place in the organization.

Determine the “gaps” between the organization’s practices and the identified advice for bringing In efficiency of the system.

Select the advice for bringing In efficiency of the system you will implement in the organization.

Who are the target audiences?

The project liaison will be the primary individual to prepare this written gap analysis, but the entire improvement project team should be engaged in performing the gap analysis.

Recommendations.....

How can the tool help?

Upon completion of the gap analysis, project teams will have the following:

An understanding of the differences between current practices and Advice for Bringing In Efficiency of the System.

An assessment of the barriers that need to be addressed before successful implementation of best practices.

How does this tool relate to others?

Information from the Self-Assessment Tool about the readiness of the hospital to perform quality improvement for the Quality Indicators can be considered in the gap analysis as possible strengths or weaknesses (i.e., barriers) to be managed when implementing improvements.

The best practice elements defined in the advice for bringing In efficiency of the system are prefilled in the gap analysis tool.

This provides the elements for the Implementation plan.

Reference.....

<https://archive.ahrq.gov/professionals/systems/hospital/qitoolkit/d5-gapanalysis.pdf>

Your Questions, Please?
Thank you so much!