A STUDY ON PROCESS REENGINEERING IN OUT-PATIENT DEPARTMENT TO IMPROVE PATIENT WAITING TIME & TO SMOOTHEN THE PROCESS FLOW AT DR. VIRENDRA LASER & PHACO SURGERY- EYE HOSPITAL

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WHAT IS PROCESS REENGINEERING & HOW IT CAN BE DONE

- Redesigning of process flow.
- Day to day observation at OPD.
- To know about the time taken for each patient in different diagnostic area.
- To analyze the gaps of existing services.
- To know about patient expectations
- To know about strengths & weakness

PROBLEM STATEMENT

- A key aspect of the patient's encounter at a hospital is how long he or she has to wait. As waiting time increases patient satisfaction decreases. Hospital needs visibility on the challenges faced by both clients and staffs at the eye care hospital (Jaipur based). Hospital is facing downtimes in improving waiting time in OPD and patient satisfaction.

PROBLEM JUSTIFICATION

- Inappropriate time scheduling of consultations.
- Lengthy process in pre-consultation diagnosis.
- Confusion among patients about their turn.
- Lack of transparency in consultation process.

AIM

To identify bottlenecks and inefficiencies along patient pathways to improve patient waiting time at dr.Virendra laser and Phaco surgery hospital.

OBJECTIVES

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- To understand the process flow
- To map the process and identifying wastes in process
- To identify the determinants which causes delay in consultation process if any
- To bring transparency in process

METHODOLOGY

Study area: Outpatient department of dr.Virendra laser & phaco surgery-eye hospital

Study type: Descriptive cross sectional study

Period of study: 3 months (1st feb,18 to 30th april,2018)

DATA COLLECTION METHOD-

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

Primary data: Information was gathered through primary sources. The method that was used to collect primary data are interviewing of the patients & day to day observations.

Secondary data: Secondary data was collected through:
text books , magazines , journals , websites

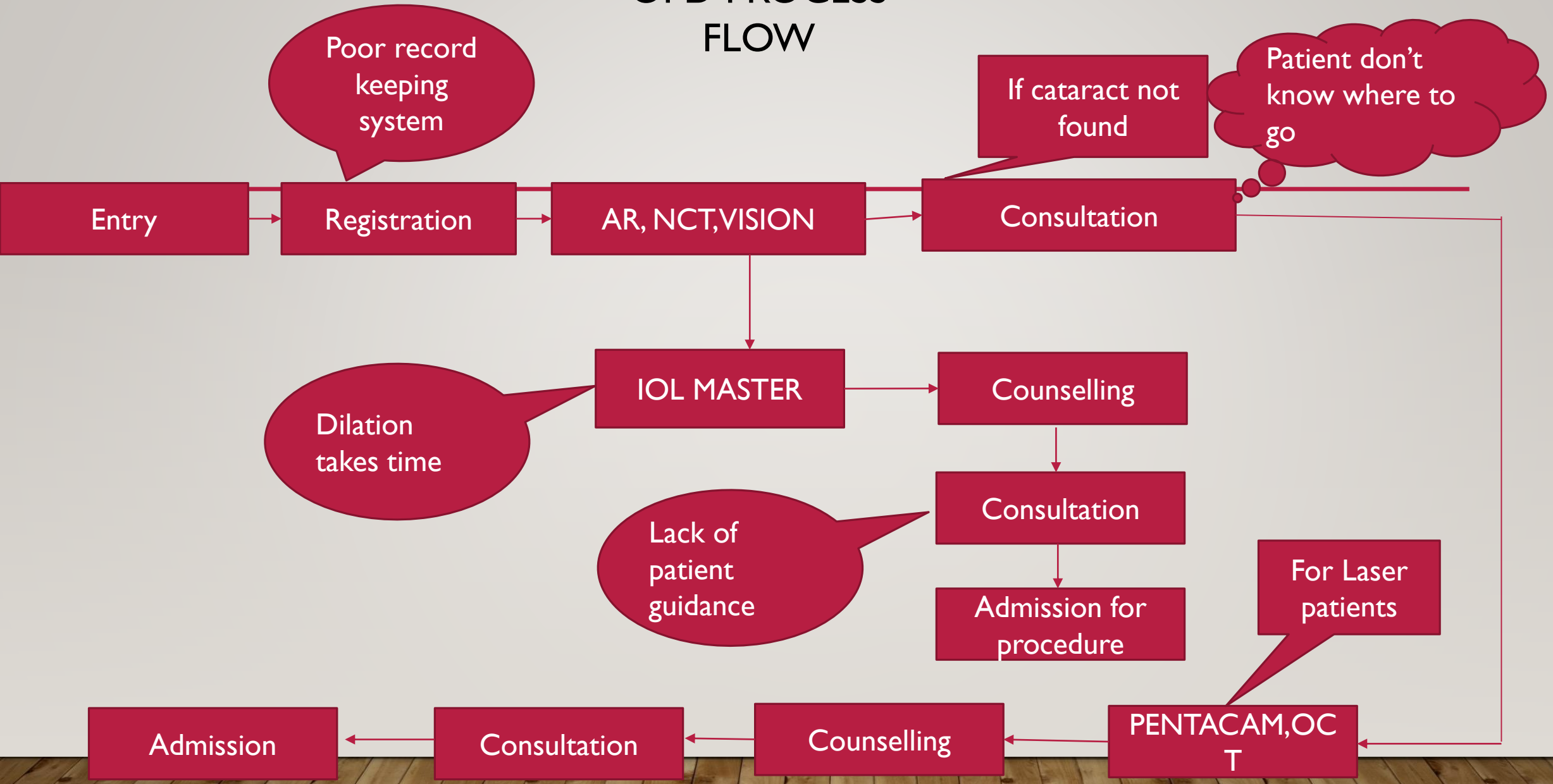
SAMPLE SIZE:

Total samples of 500 respondents was contacted who responded to the interview.

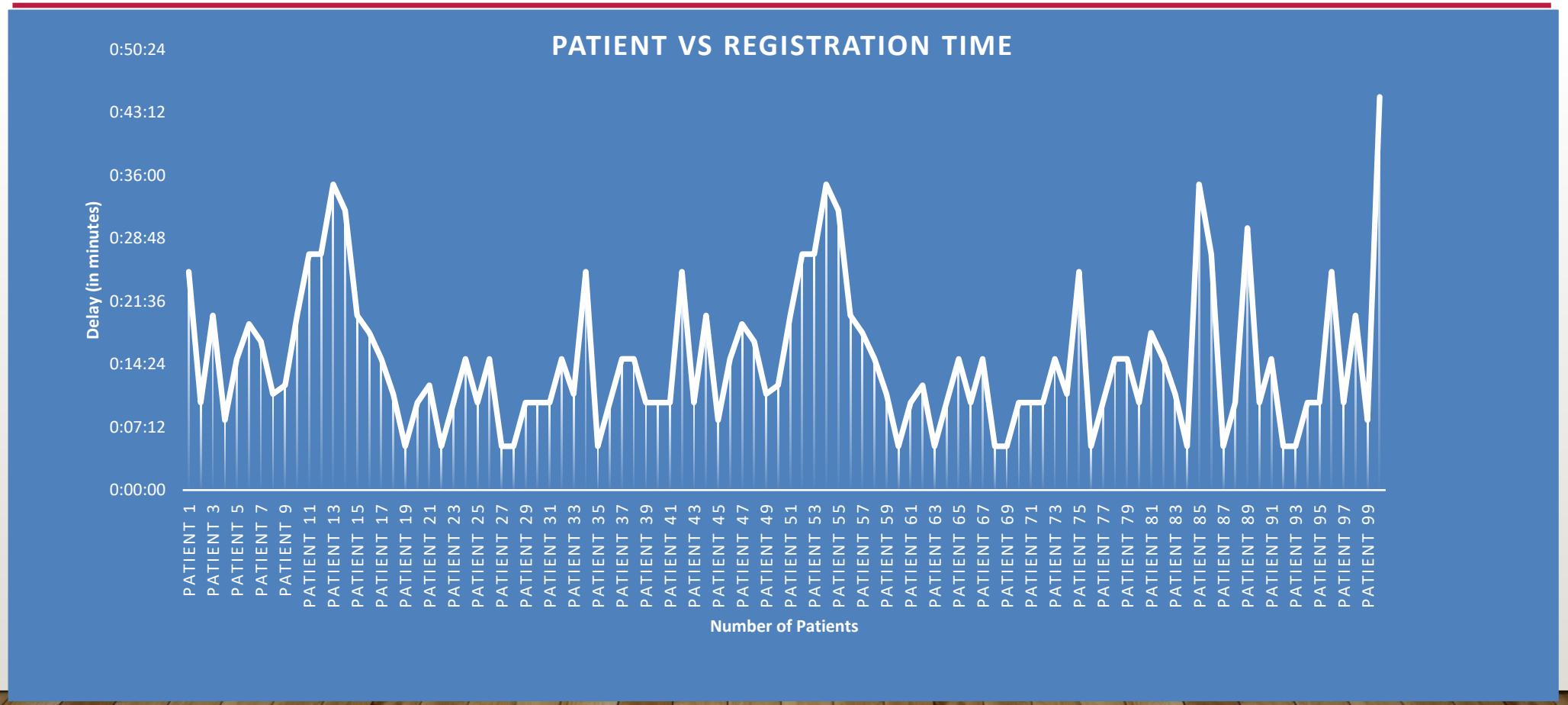
SAMPLING TECHNIQUE:

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

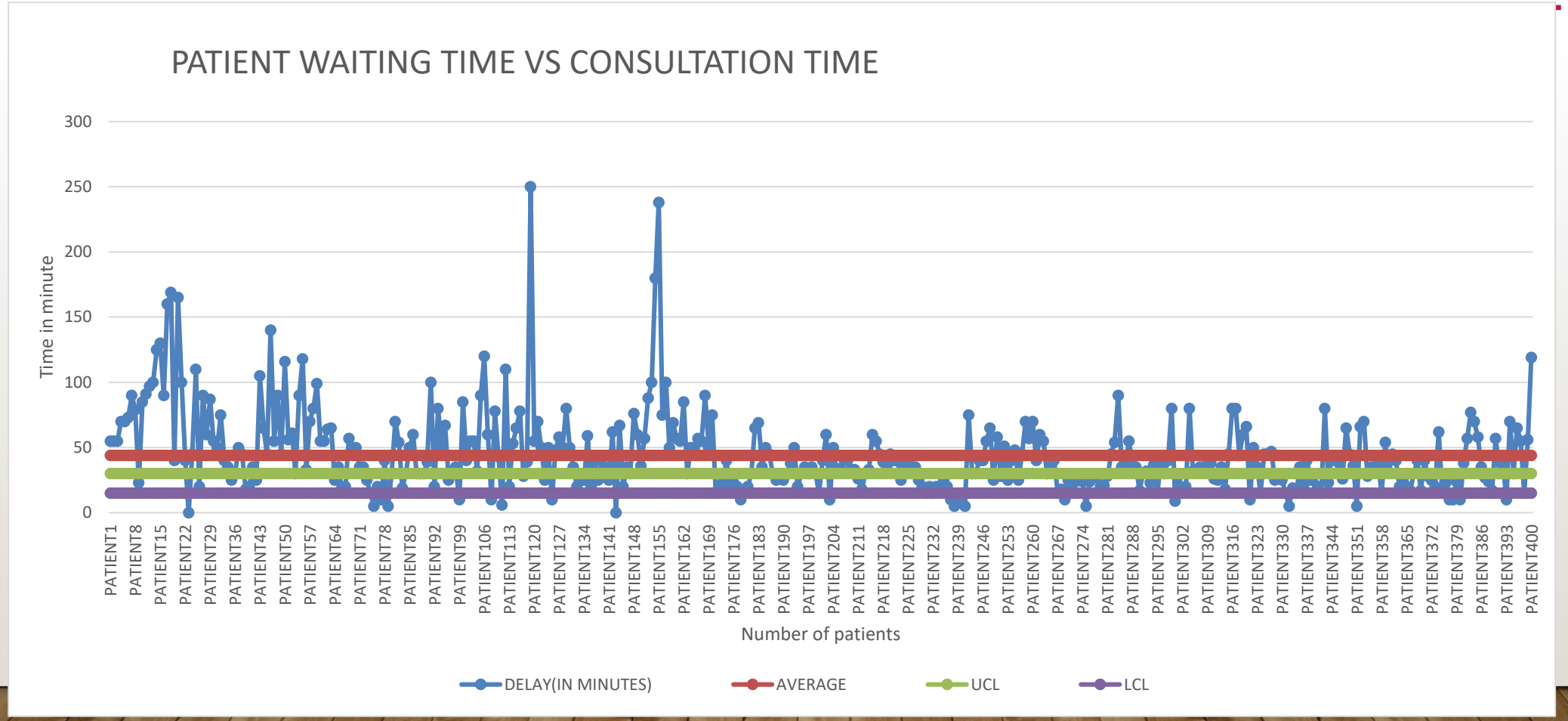
OPD PROCESS FLOW



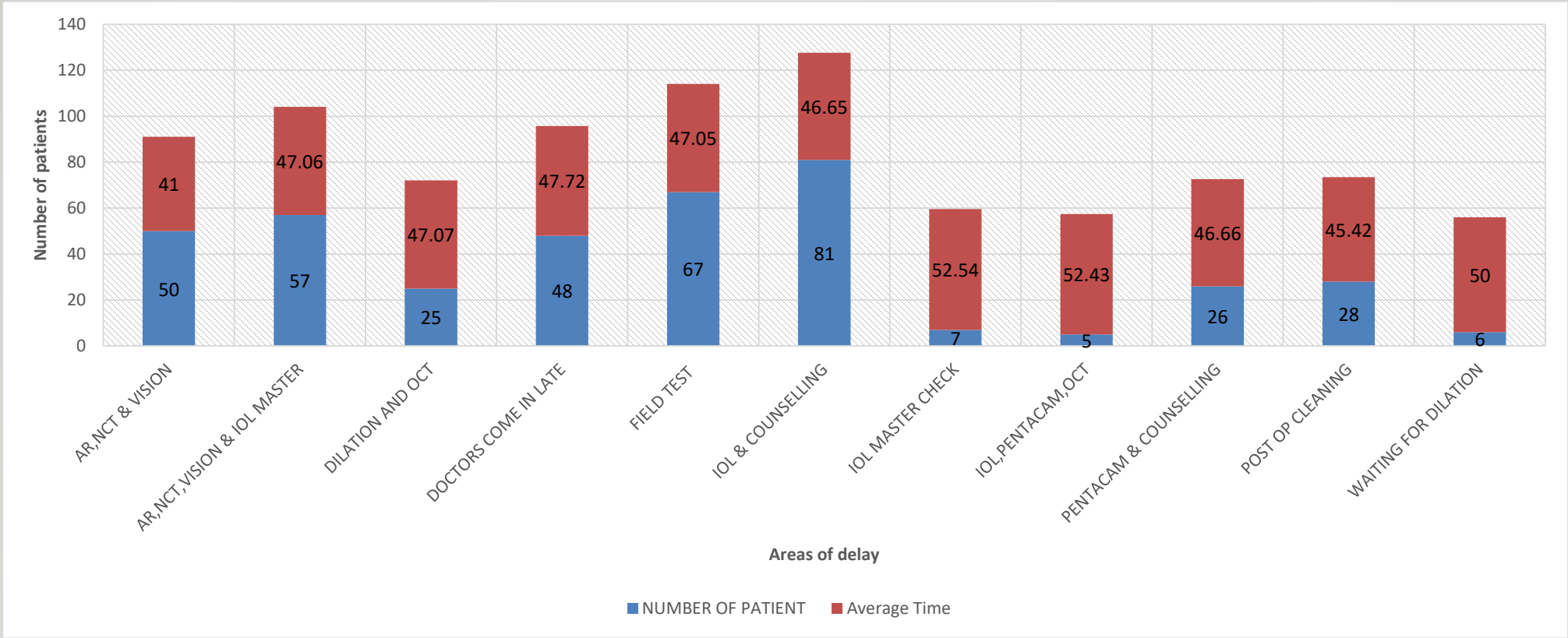
PRE-REGISTRATION WAITING TIME



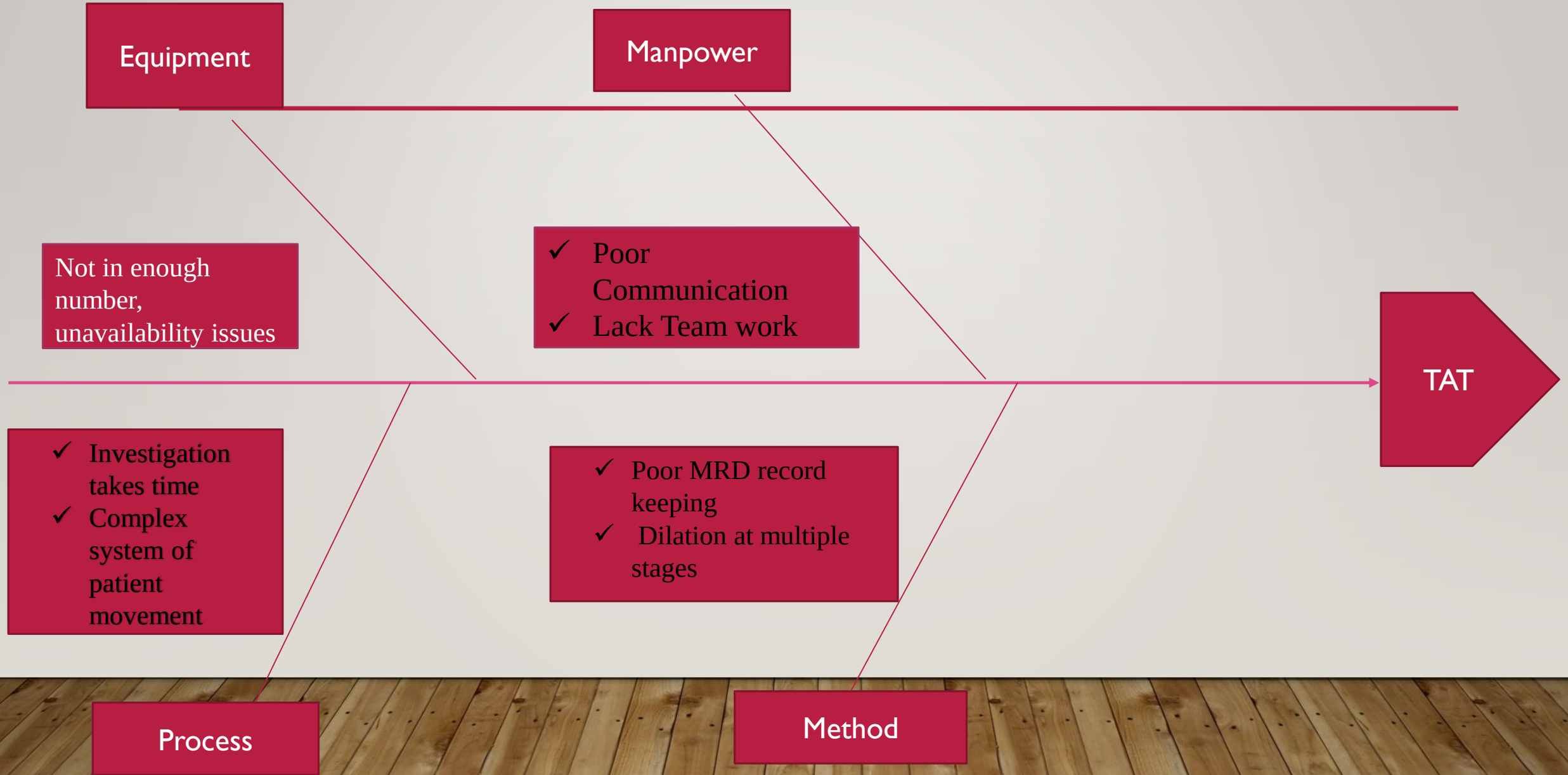
POST REGISTRATION WAITING TIME



DIFFERENT DELAYED AREAS



CAUSES AFFECTING TURNAROUND TIME



DETERMINANTS CAUSE DELAY

- Reception staffs are not service oriented, Lack of soft skill issues have been found.
- Patient movement from ground floor to first floor is huge
- Patient care coordinators do not pass information to patient which creates confusion.
- Patients don't know about the consultants.
- AR, NCT,VISION machines are not enough to provide smooth process flow.
- Patient waiting time also increases due to dilation process. It takes 40- 50 minutes per patient before test.
- Sometimes consultants suggest for dilation for a better view of eye, this also includes high waiting time.
- Cataract patients moves for counselling before consultation after the IOL Master check. They are not clear about why they are moving around.
- Investigation reports are not provided to patient which causes patient dissatisfaction.
- Employees are not helpful to each other. As a result, patient has to suffer.
- Inappropriate hand-over of staffs creates confusion and because of this patient waiting time increases.
- Patients do not have any idea about the consultation time.
- Coordinators are not trained enough how to counsel patients.
- Staffs are reluctant to change.

RECOMMENDATIONS

- Departmental division
- Hierarchy formulation
- Divisions of work according to the responsibility
- Dilations rooms should near to the consultant's rooms
- Information should pass to patient
- Need assessment for dilation should be done first and segregation of patient on priority

CONCLUSION

- Turnaround time study reduces waiting time of patients in OPD and helps to find out gaps in our existing process. Patient will have less waiting time more satisfaction and we can bring efficiency in our services. We can meet more number of surgery per day by proper scheduling.
- At present due to improper OT scheduling we are losing our evening time patients. So once if we can combine our all the facilities within a grip and can able to provide a smooth OPD service we can meet more number of patients.

THANK YOU