

# Delays in Discharge Process at GMCHRC, Ajman, UAE

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# Introduction

This dissertation enumerates and describes the key reasons for the delay in discharge process of In-patients, at Gulf Medical College Hospital and Research Center, Ajman, UAE.

The Discharge Process at GMCHRC, Ajman, UAE, was one of the main grounds, which lead to the significant decrease in patient satisfaction and increase in Average Length of Stay of In-patients, which is not beneficial to the Hospital.

# Reason for Study

- A critical bottleneck for efficient patient flow.
- Discharge delays led to the increased length of stay
- Hospital was receiving complaints from the patients for slow discharge process

Hence, the study at GMCHRC, Ajman, UAE becomes critical.

**Aim:** To determine the delay gaps and feasible practices in order to reduce variability in discharge cycle time at GMCHRC Ajman, UAE.

# Objectives

## General Objective

To identify the reasons for delay in discharge at GMCHRC AJMAN, UAE by process mapping of the whole discharge process, using appropriate tools.

## Specific Objectives

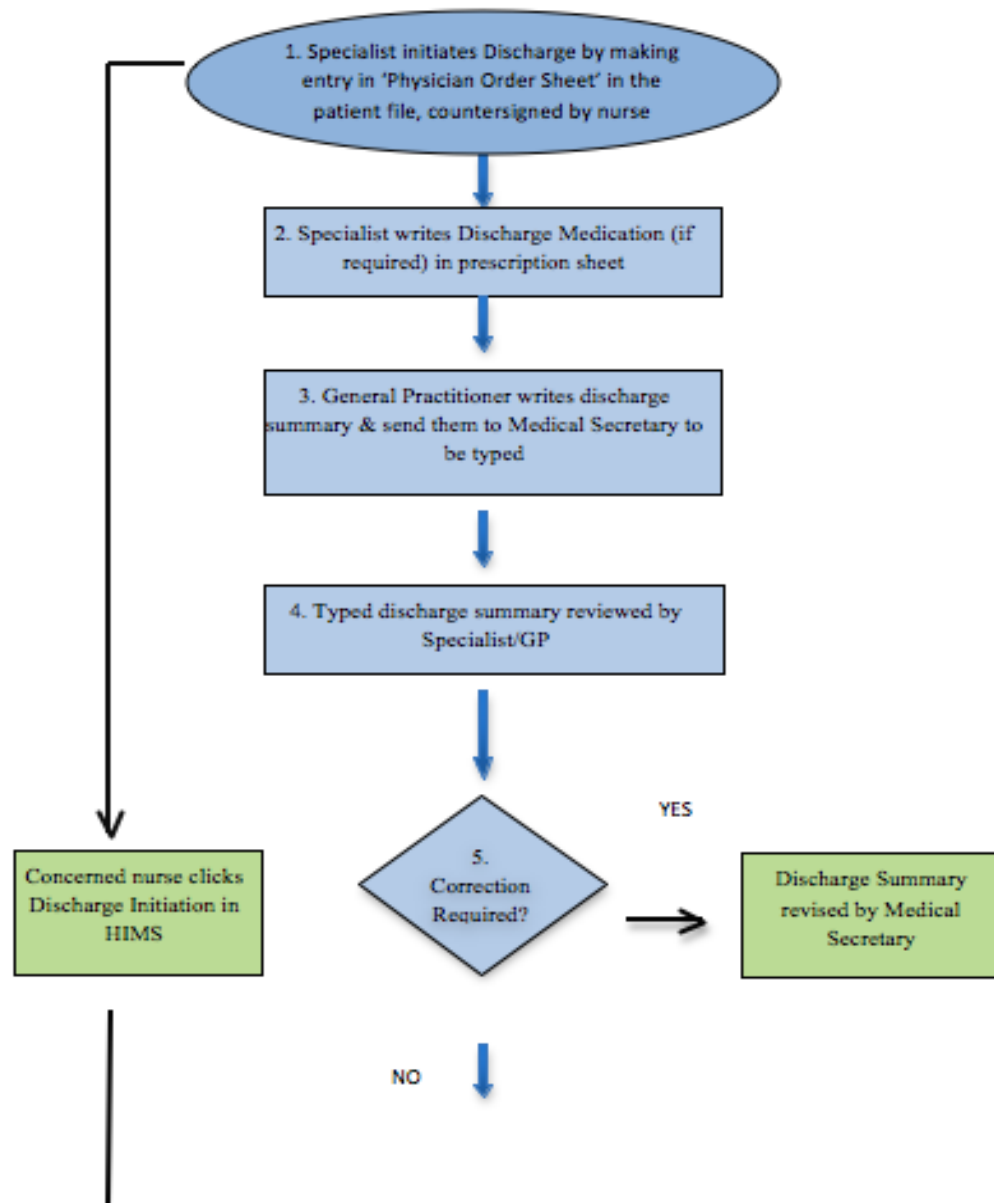
- To determine average time taken for the entire discharge process, self-payment patients & insurance patients.
- To find out the delay points in discharge process.
- To provide appropriate recommendations/suggestions for improving the discharge process.

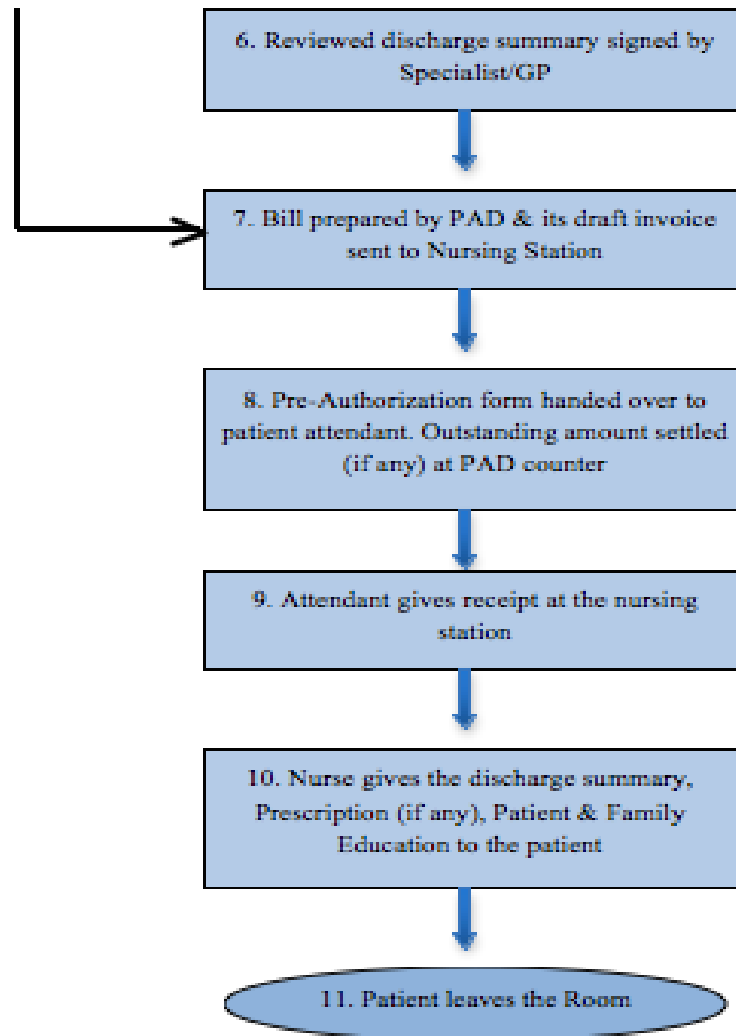
# Methodology

- Type of study: Observational, Analytical Study.
- Location of study: Left Wing and Right Wing of the hospital.
- Duration of study: period of 18 days (12.04.2015-29.04.2015)
- Sample Size, (n) = 650 (including Self-payment and Insurance patients).
- Data Collection Tool- Discharge Process Tracking Sheet.  
Real time monitoring and personal observation.

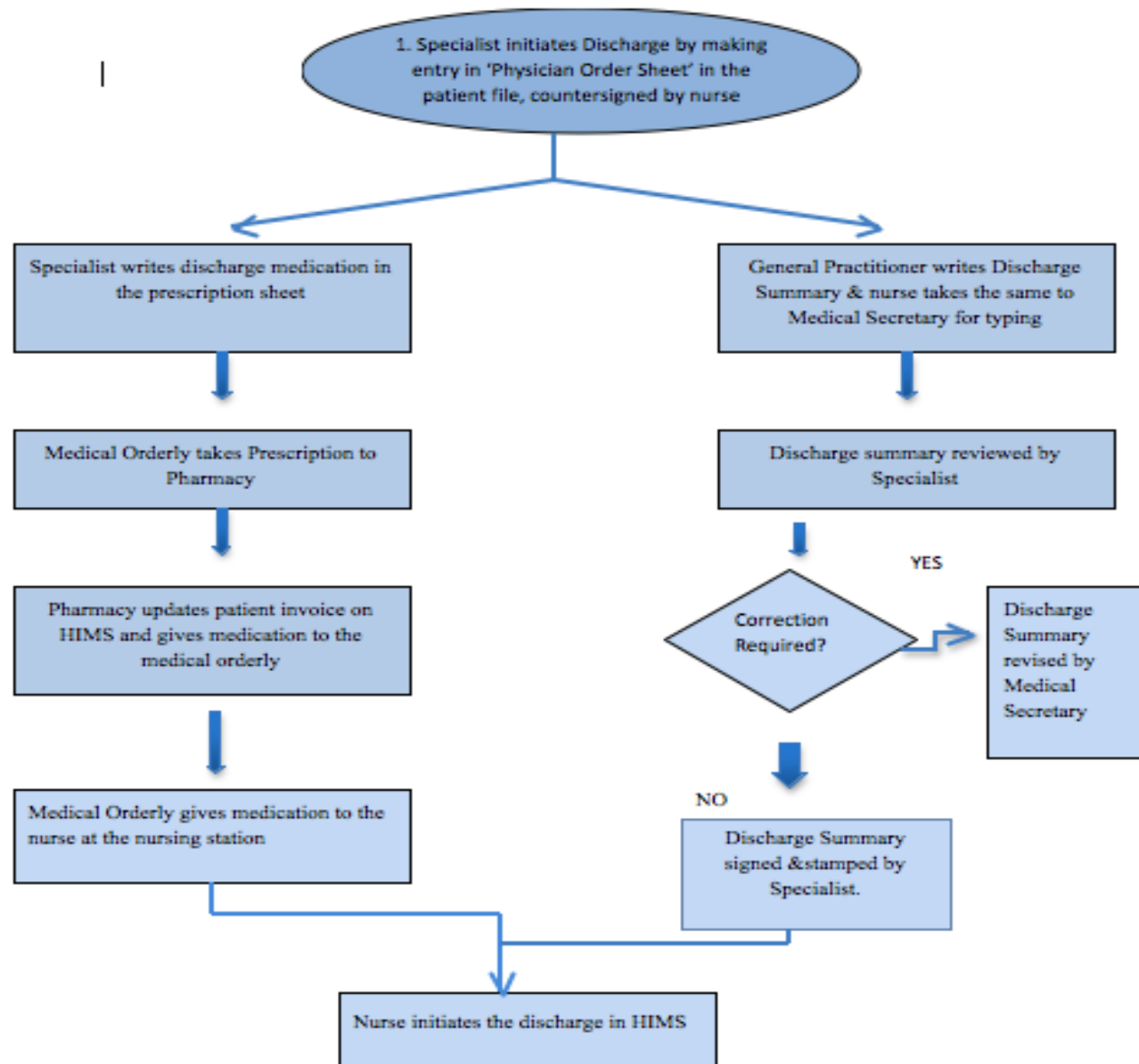
## Process Mapping

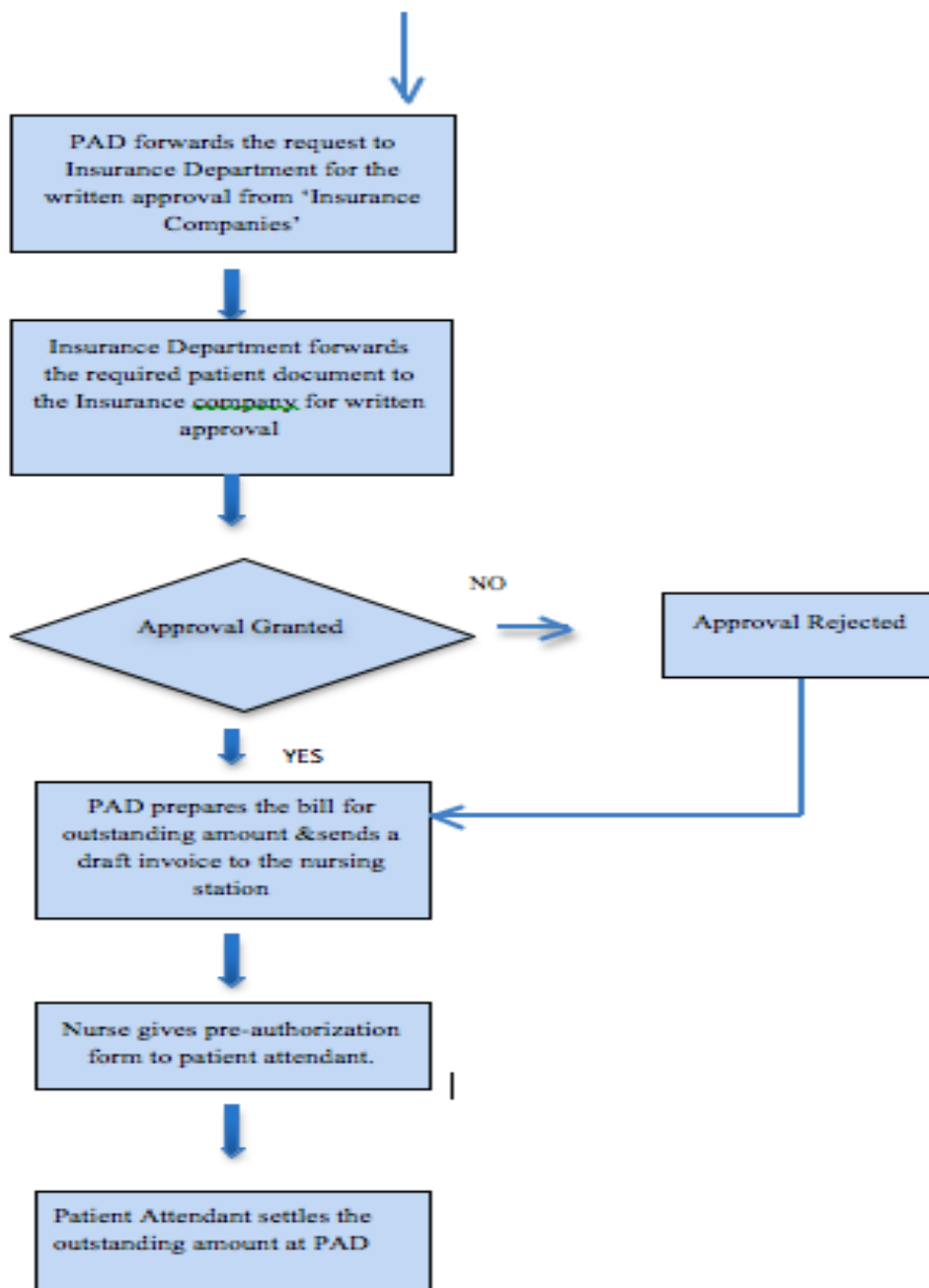
*Figure 1. Current Discharge Process for 'Self-Payment' Patients*

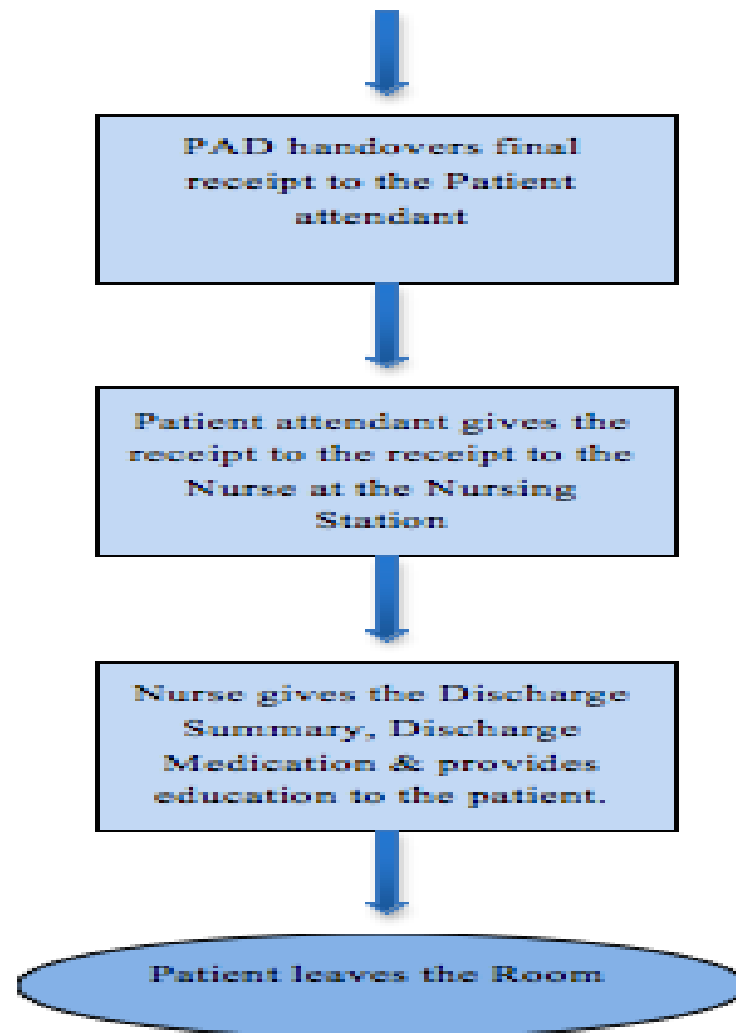




*Figure 2. Current Discharge Process for Insurance Patients*

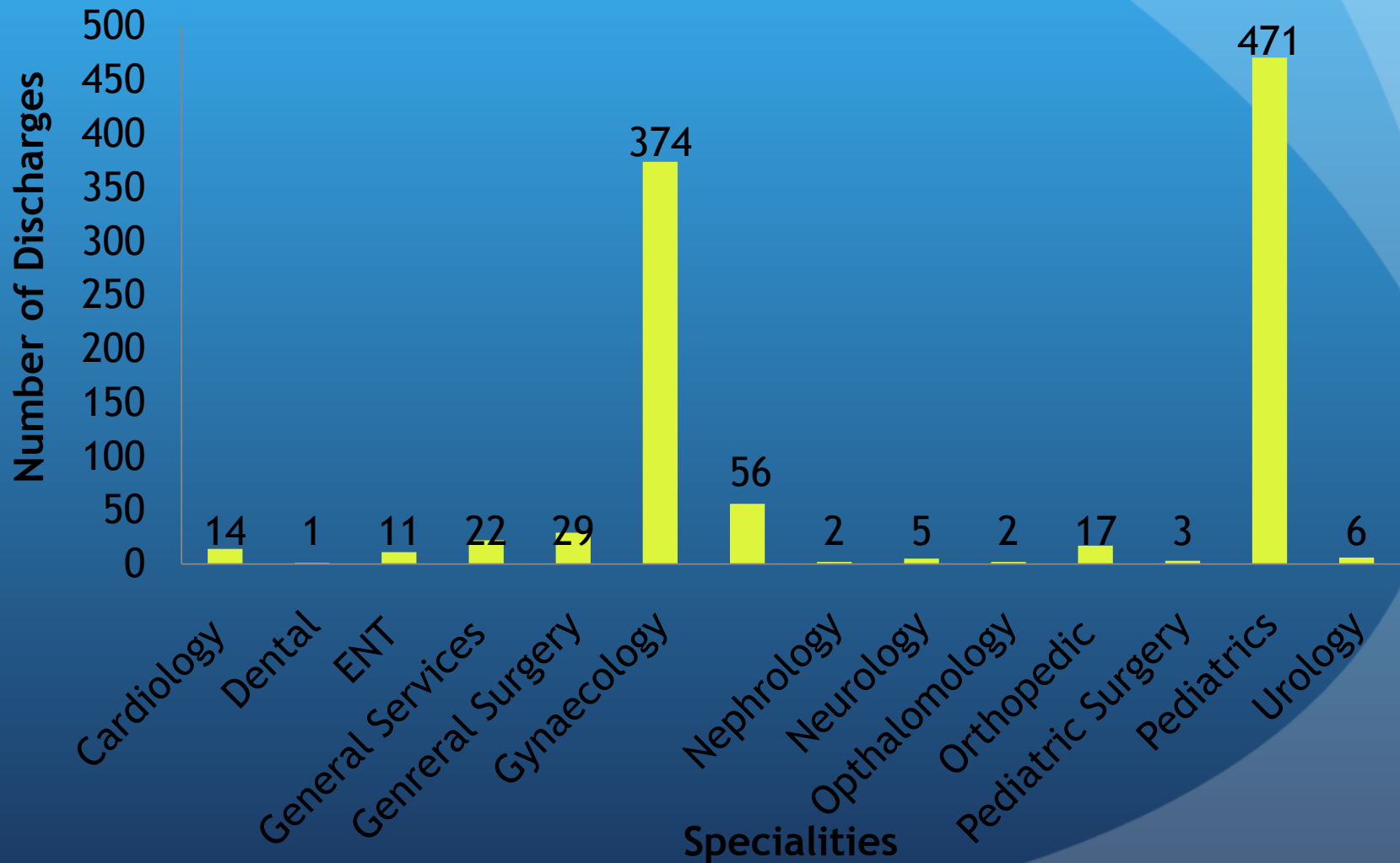




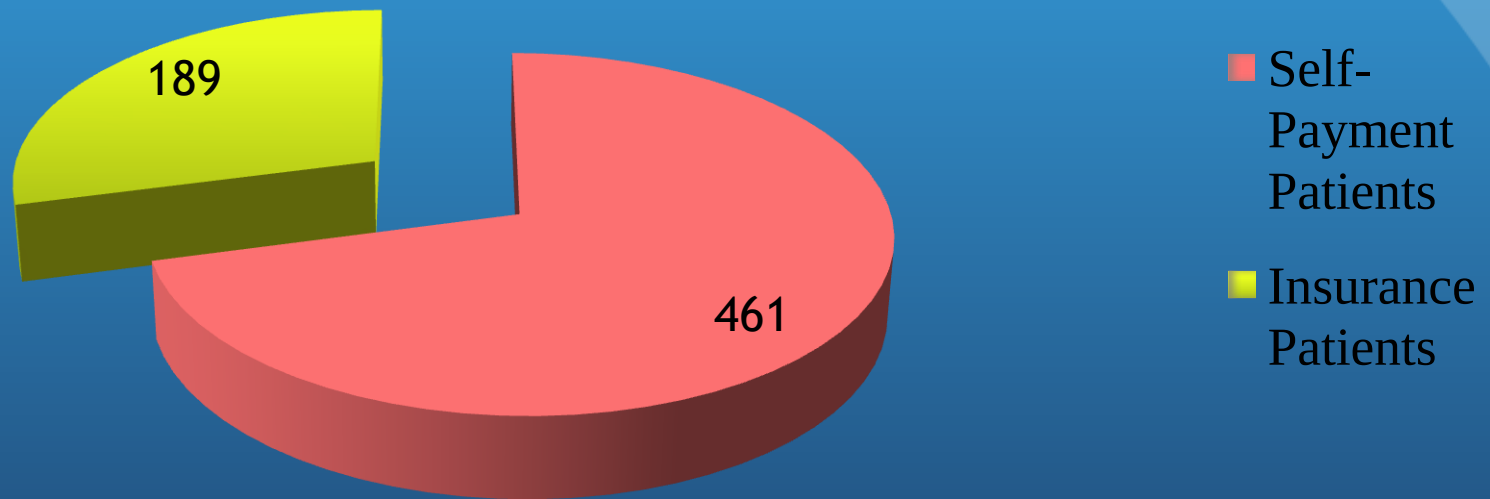


# Analysis & Results

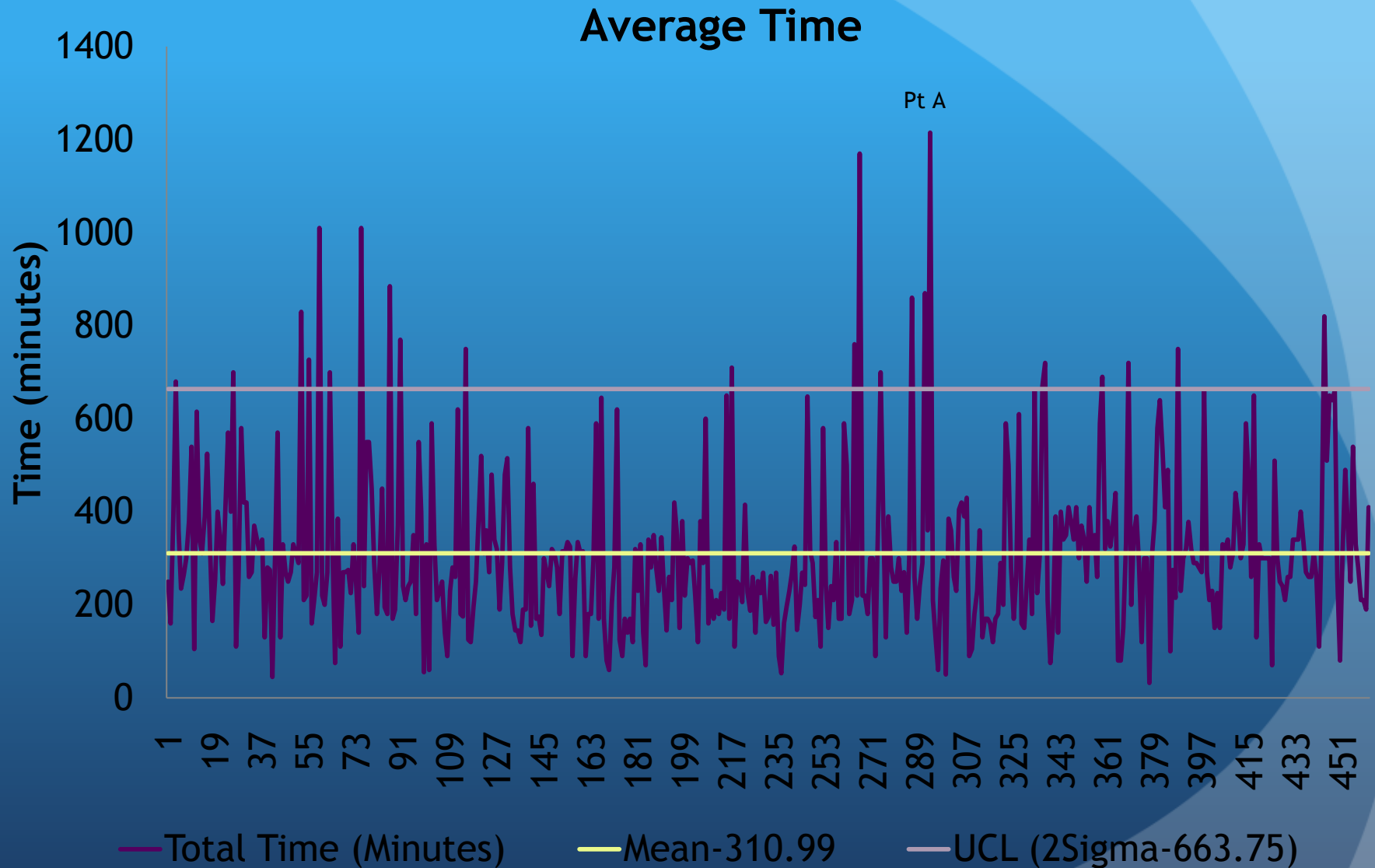
# 1. Average Discharge Time Specialty Wise



# Cases as per the Payment Method



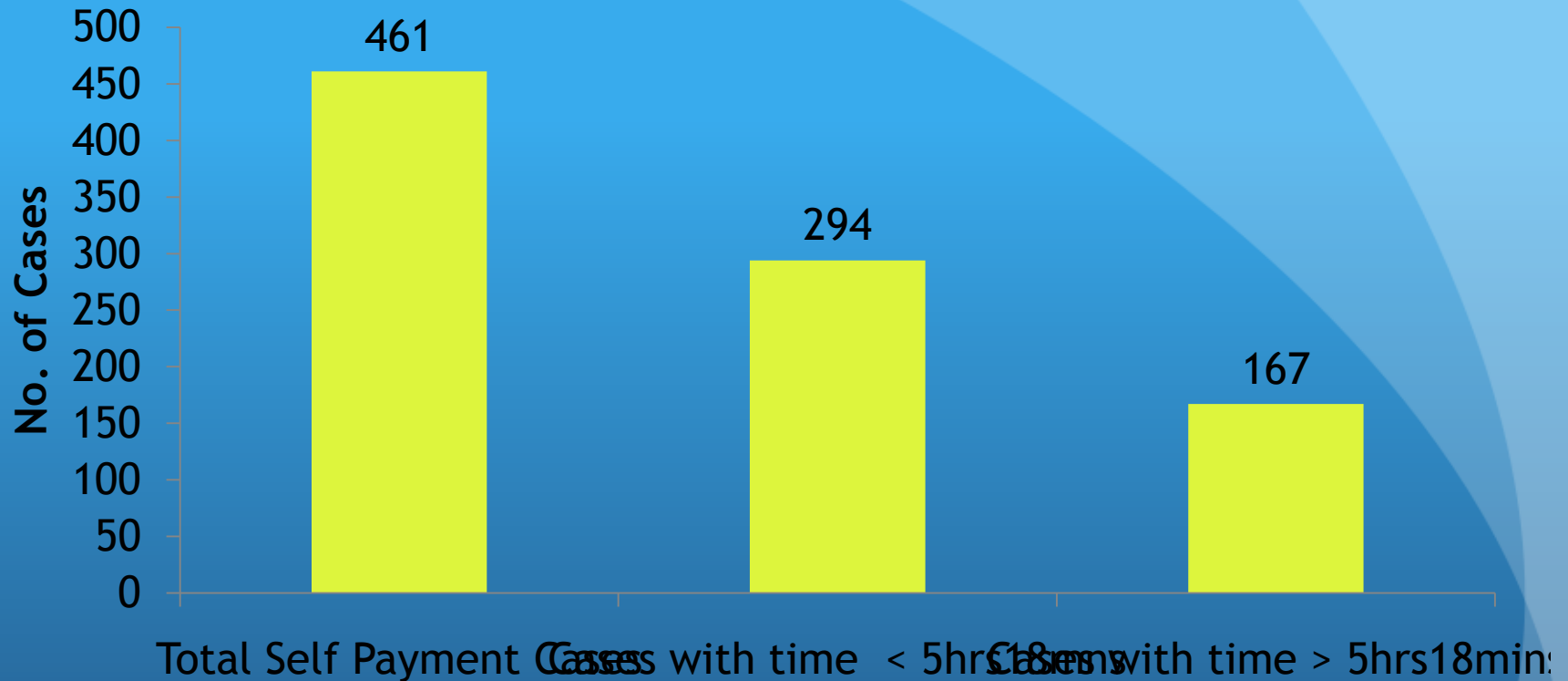
## 2. Self Payment Patients- 461



## Interpretation (Graph 2)

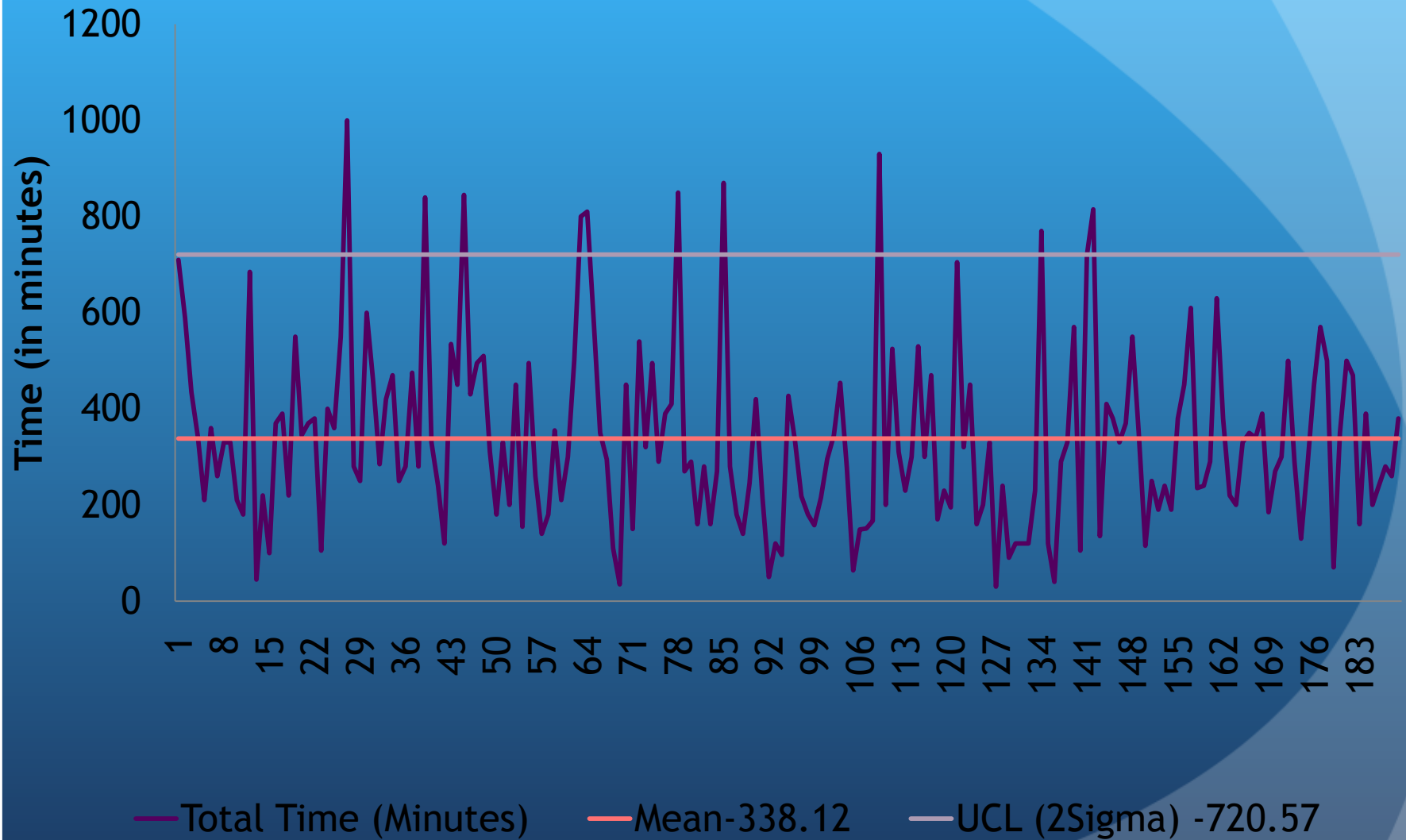
- Average time taken for discharge of Self Payment patients- 5 hours 18 minutes.
- 23 self-payment cases were found out to go beyond the Upper Control Limit i.e.- 11 hours 16 minutes.
- In 365 days approximately for 3345 Self-Payment patients, it will take more than 5 hours 18 minutes
- It shows that Discharge Process for Self-payment cases for the study period was both unstable and beyond control (UCL).

### Graph 3 Discharge Time Self Payment Cases



- More than ~63% of self-payment cases the discharge time was below 5 hours, 18 minutes.
- More than ~36% of Self Payment cases, discharge time was beyond 5 hours and 18 minutes.

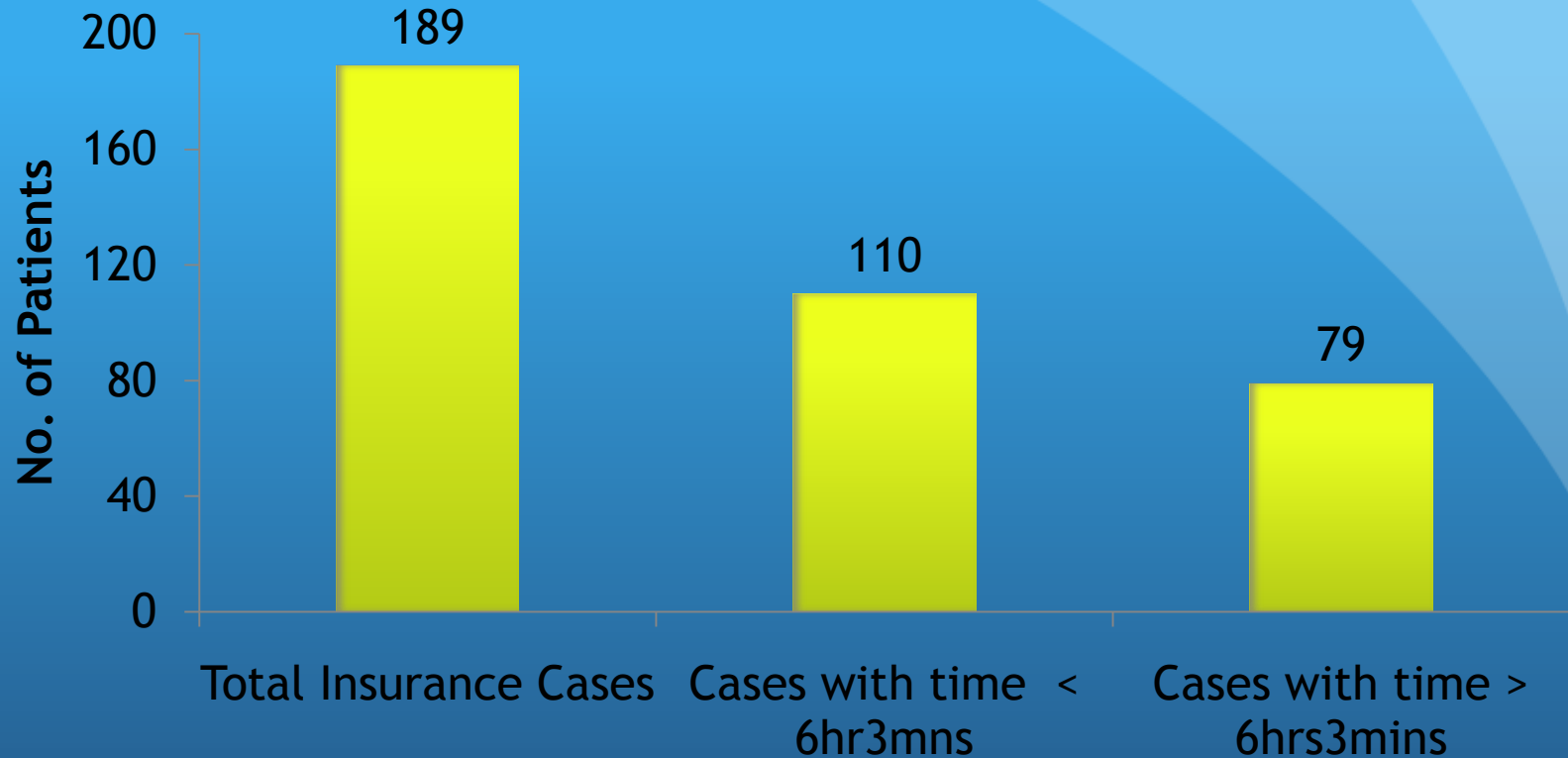
## Graph 4- Insurance patients- 189



# Interpretation-Graph 4

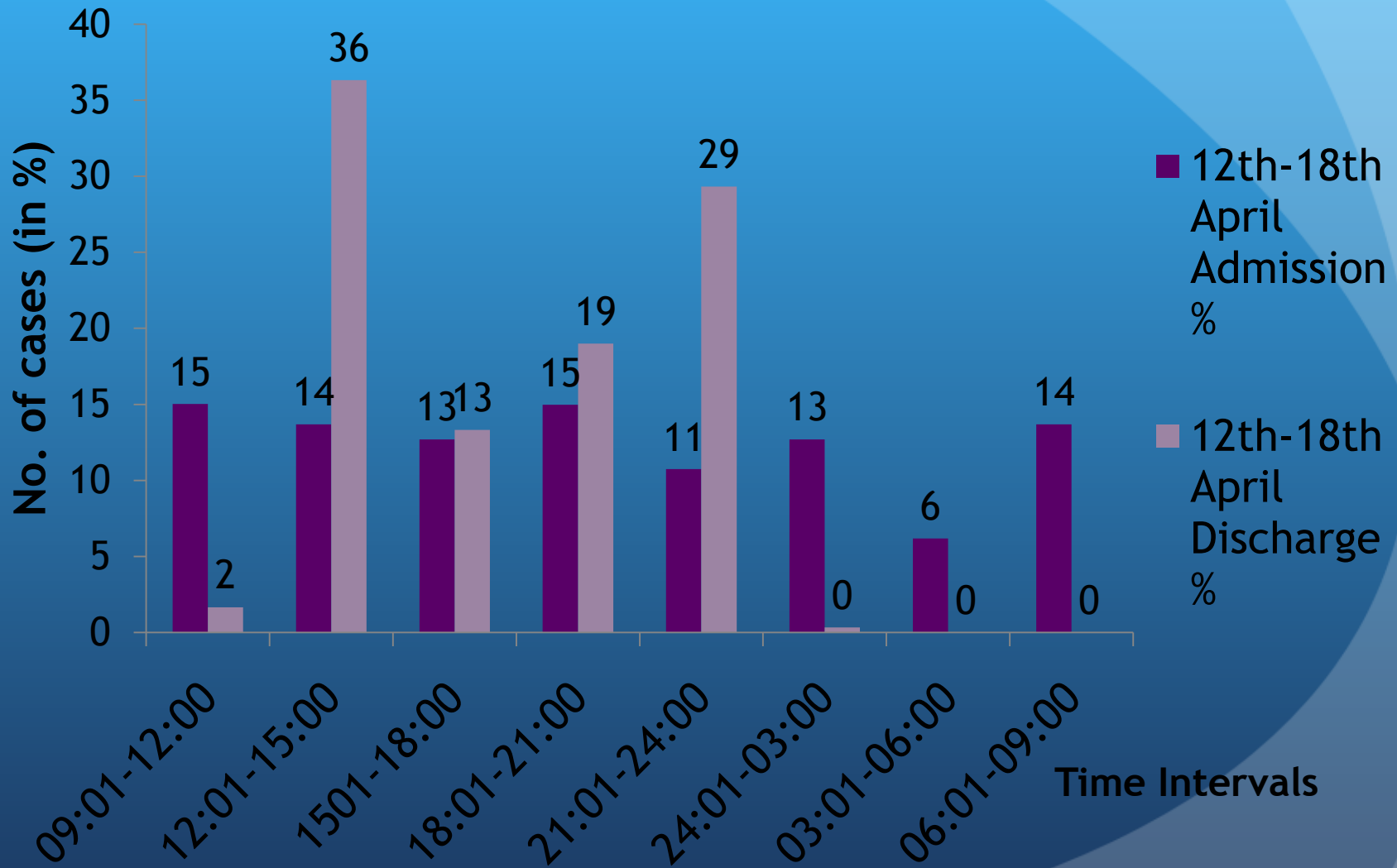
- Average Discharge Time for Insurance in-patients- 6 Hours 3 Minutes.
- For 10 patients was more than 720. 57 minutes (~12 hours) Upper Control Limit.
- For 365 days there will be ~202 patients beyond Control Limit.
- In the case of 79 Insurance Patients, the discharge time is found to be more than 6 hours 3 minutes (Average time), which comes out to be 1601 Insurance patients for 365 days.
- Discharge process for Insurance patients was found to be both beyond control and unstable.

## Graph 5- Insurance patients



- In more than ~41% of Insurance patients there was delay in discharge.
- Reasons for delay (3)

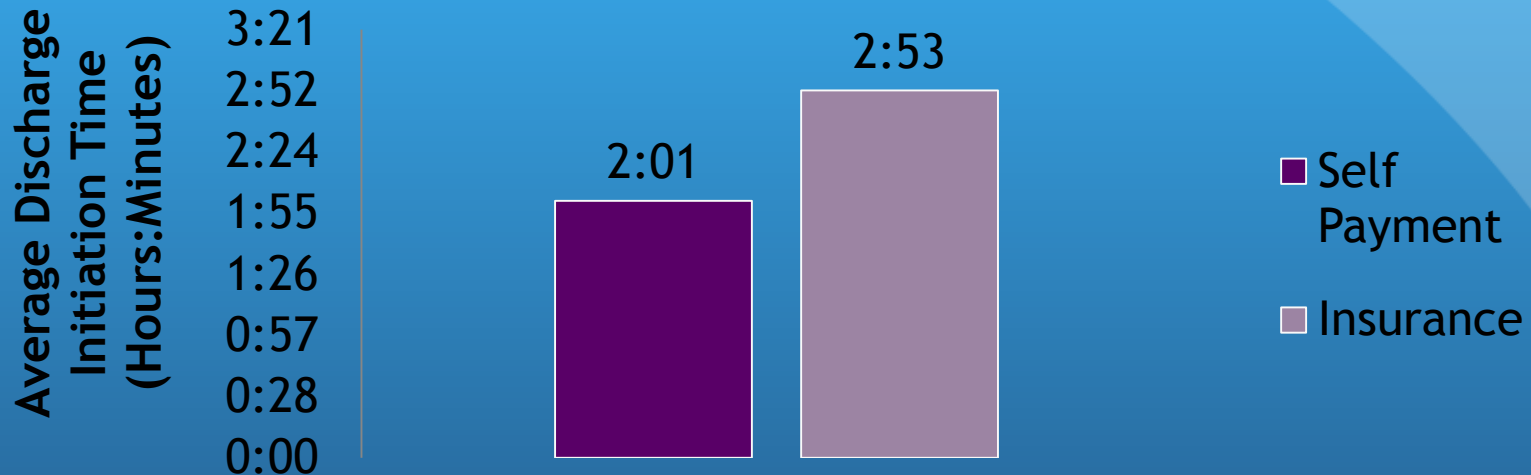
# Graph 6- Admission Times Vs. Discharge Times



# Interpretation Graph-6

- Admissions- Percentage of admissions almost uniformly distributed throughout (except between 3am-6am)
- Discharges- maximum between 12pm-3pm and 9pm-12am.
- There is demand for rooms even before rooms are ready for new admissions.

# Graph 7- Discharge Initiation Time

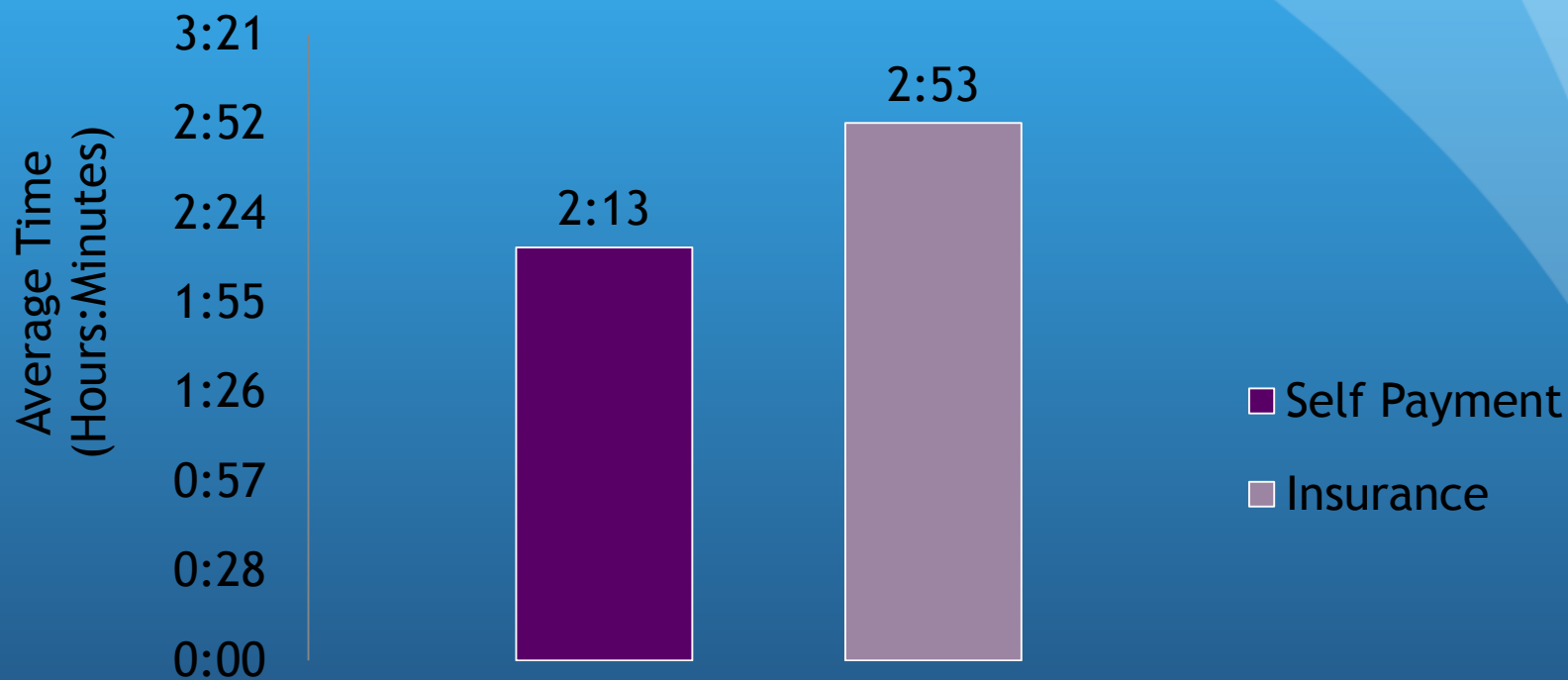


- Calculated from the time physician gives the discharge orders to the time concerned nurse initiates the Discharge in the HIMS, intimating the PAD department to start the process on their end.

# Interpretation Graph 7

- If Payment cases- 2 hours 1 minute Insurance Patients- 2 Hours 50 Minutes.
- For both self-payment and Insurance cases, writing the discharge summary may take more time, if not updated in advance.
- Nurses are occupied in several other duties.
- 1 Medical Orderly per shift each wing and with 80% IPD occupancy on an average.

# Graph 8- PAD Clearance Time

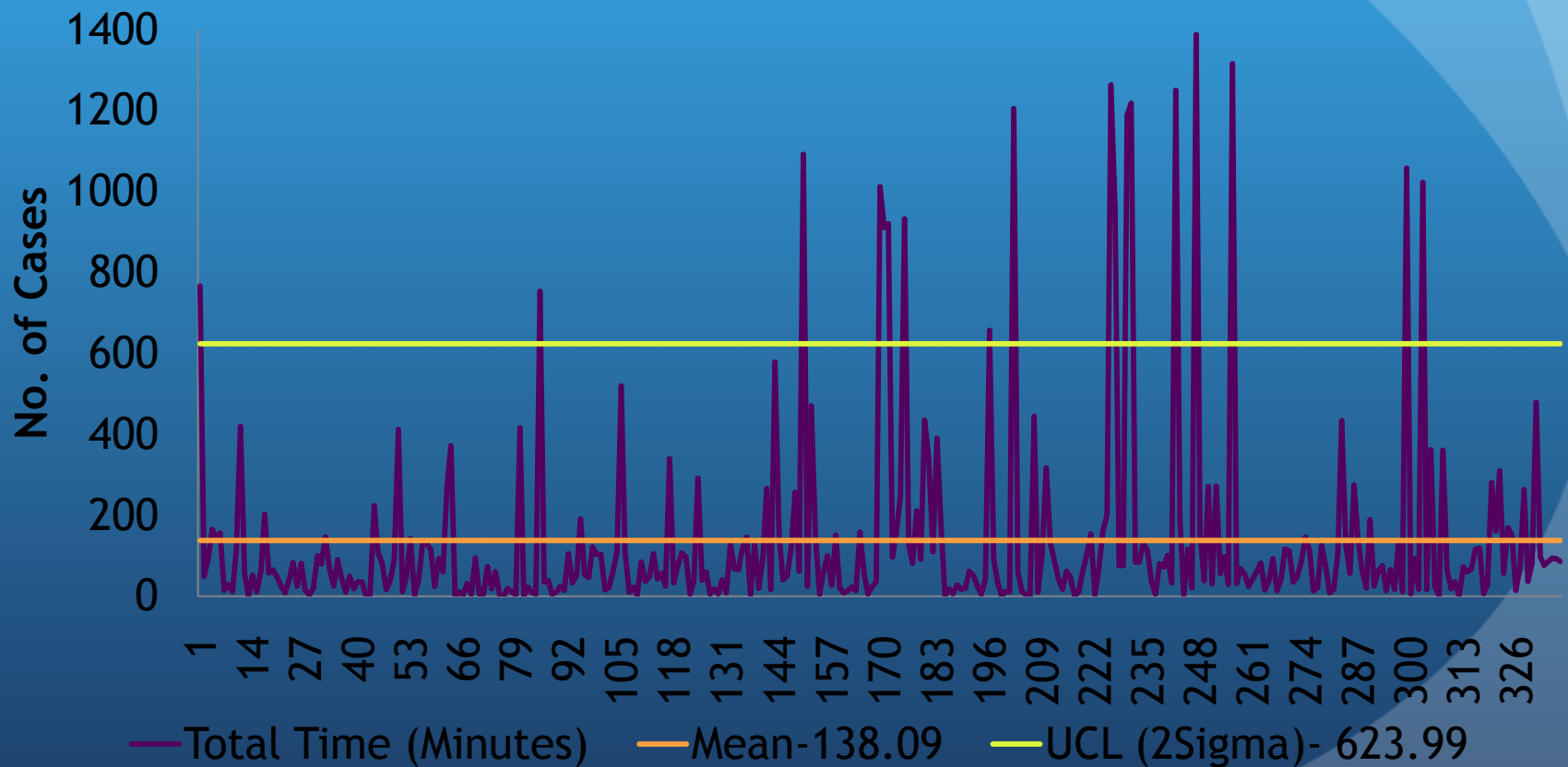


# Interpretation Graph 8

## Reasons:

- Nurses are occupied and tend to forget to add the final bill of medications.
- Insurance companies take longer time to give approval.
- Many a times delay takes place from the patients' side in payment of the outstanding amount, as they turn-up to PAD late for payments.

# Graph 9- Time Taken to Sign & Approve Typed Discharge Summary



# Interpretation Graph 9

- Average time- 2.38 (Hours Minutes)
- Only the concerned nurse handovers and collects the typed discharge summary from the Medical Secretary and gets it signed from the GP/Consultant.
- **The Nurse is to Patient Ratio at GMCHRC, Ajman is 1:8.**
- Many a times consultants are occupied in OPD consultations, hence leading to delay in signing the Discharge Summary

# Conclusion

- Maximum patients are from the gynecology & pediatrics.
- Average time for self-payment patients is 5 hours 18 minutes & Insurance - 6 hours 3 minutes.
- Approval of discharge summaries kept on hold due to delay in signatures by physician.
- Delay in delivery of prescribed medicines.
- In a day Admissions follow a uniform trend, while maximum discharges are carried in only two time intervals (12pm-3pm & 9 pm-12 am)

# Recommendations

1. Discharge Scheduling System
2. E- Prescription System
3. E- Discharge Summary
4. Increasing the Medical Orderly Staff
5. Benchmark

Thank You