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- A Study on Admission and Discharge of Zulekha Hospital Sharjah.

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Under Guidance of
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AIM

- The aim of this study was to evaluate the process flow in admissions and discharges in the hospital to bring out the reasons for delay which can be worked upon to reduce the delays.

About ZHS

- **Zulekha Hospital, Sharjah**, the most comprehensive super specialty hospital focusing on Cardio, Gastro, Renal Sciences, Neonatal and Critical Care is driven by the vision “To be the most efficient, competent and courteous providers of comprehensive healthcare in the world.”

Infrastructure and Facilities

- 120 bedded multi super specialty hospital in Sharjah.
- 12 Floors
- 1-6 OPD
- 7th Floor OT
- 8-11 IPD
- 12th Floor Presidents cabin

Mission

- Zulekha Hospital is driven on mission “To provide easy accessibility to high quality healthcare”

METHODOLOGY

Data collection method

- Primary data was obtained through:
- Direct observations of the discharges process and recording of the critical activities.
- Interactions with nurses, billing, and other concerned staff involved in the discharge process.
- Secondary data was obtained through (Hospital Information Management System).

Data Collection Tool

- Manually followed the admission and discharge process.

Sample Size

- 80 admissions and 100 discharges

Study duration

- From 8th May to 14th May, 2014

Rationale of study

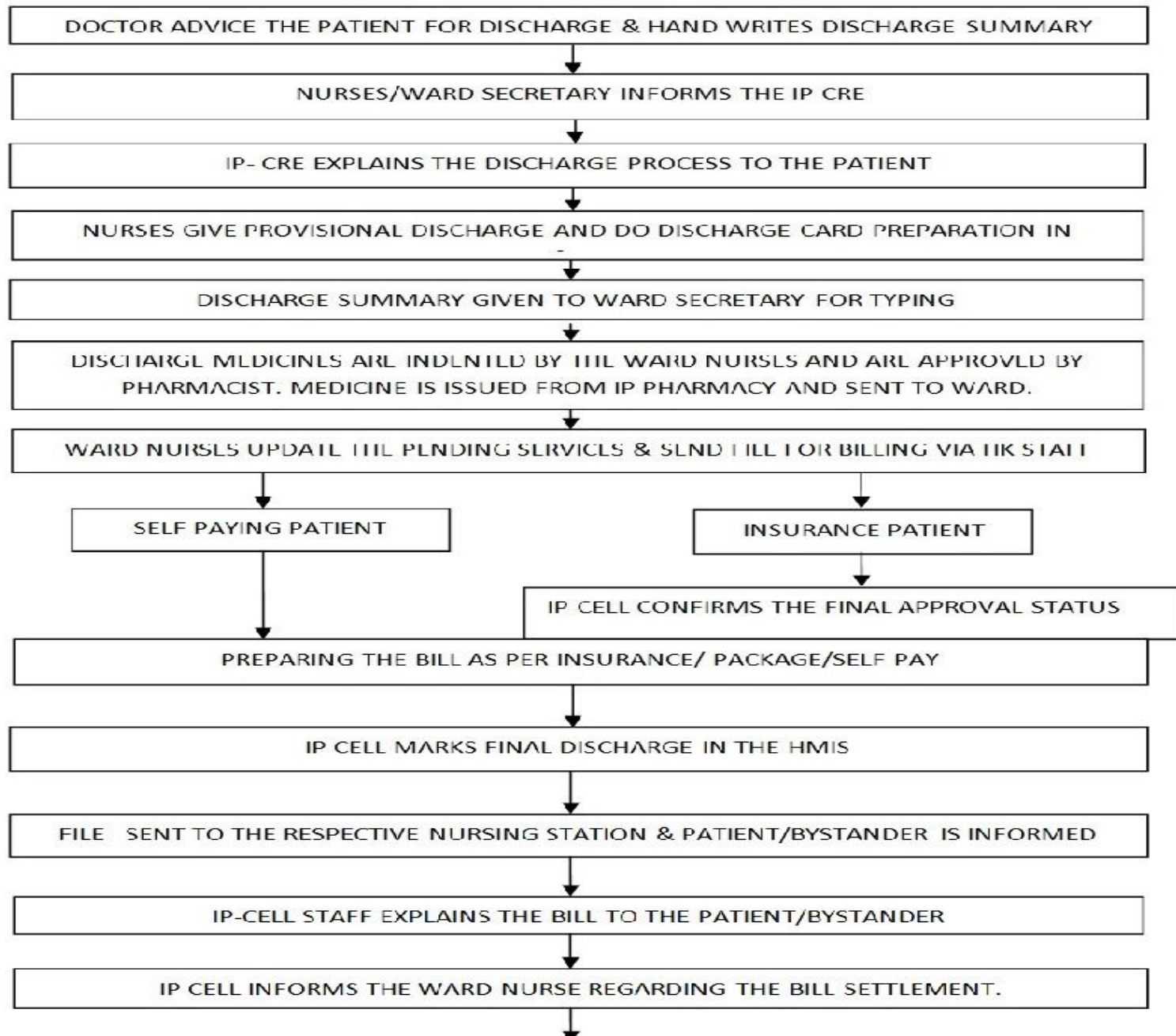
- Prolonged waiting time in patient admission and discharge process leading to patient dissatisfaction.

DISCHARGE PROCESS IN THE HOSPITAL

Introduction

- Discharge from the hospital is a point at which a patient leaves the hospital and either returns home or is transferred to another facility such as one for rehabilitation or to a nursing home. Discharge involves the medical instructions that the patient will need to fully recover.

DISCHARGE PROCESS FLOW



- 
- After this discharge summary & reports explained & handed over to patient by the nurses and then patient leaves the hospital.
 - Housekeeping will escort patient till parking or ambulance.

Responsibilities

- **Nursing responsibilities for discharge**
- **Responsibilities of hospital pharmacy department**
- **IP Cell responsibilities for discharge.**
- **Ward Secretary's responsibilities.**

99 discharges were studied and it was found that:

- The average discharge time on each day, during study, and it can be observed to be 3:42 hours. Our desired TAT for discharge is 3:00 hours.
- The delay time range is 42 min.

Sr. No.	Date of Discharge	Number of Discharges	Average Discharge Time	Average Discharge Time During Study
1	12/5/2014	27	3:27	3:42
2	13/5/2014	28	4:00	
3	14/5/2014	25	4:02	
4	15/5/2014	19	3:21	

Previous Data

- The following table and graph is showing the trend of Discharge TAT (Turn Around Time) for past few month.

% Discharges within TAT	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
% of population (sample group) discharged within 3hours	71.28	61.85	60.81	59.52	64.55	58.27	55.54	53.51

It can be seen from the data that TAT for Discharge is reducing MoM. Some of the reasons for the same are:

- Increase Work load.
- Decrease working efficiency of staff.
- Change in working environment.

Factual Inputs: The new building of Zulekha Hospital Sharjah has opened in October 2013 and the percentage of population discharged within 3 hours is showing a decline move after October 2013 only.

- To probe further to identify the declining trend in percentage of population discharged within 3 hours, following points are noted prominently:

Increase in Work Load

	Mar-13	Apr-13	YoY	Mar-14	Apr-14
Increase Work load. (IP)	779	675		1019	939
Increase Work load. (OP)	21271	20727		26194	23486

The YoY growth for March is 30.80 % and for April is 39.11 %.

Study Findings

Study Results (Discharge)			
Sample Size		99	
Average Time around Time		3:42	
	No. of discharges	Percentage	
Within 3 hrs (Acceptable)	54	54.00	
Beyond 3 hrs(Non Acceptable)	46	46.00	
Reasons for Non Acceptable		No. of discharges	Percentage
Waiting for bystander		5	10.87
Payment delay		4	8.70
Waiting for Report		2	4.35
Insurance delay		3	6.52
Billing delay		2	4.35
Delay at nursing Station		13	28.26
Delay to transport of file form one stage to other		17	36.96

RECOMMENDATIONS

Shortage of Housekeeping staff.

- Housekeeping staff is not sufficient for speedy disposal of file from one stage of discharge to other.

Shortage of IP Insurance staff.

There is only one staff to take care of all IP insurance related issues like:

- Taking approvals/ follow ups.
- Taking discharge approvals, case on case basis (if not taken at time of admission)

For handling all this issue at least two staff should be there at one movement of time.

- If approval for discharge is awaited from insurance company then this stage is most time consuming in discharge cases.
- One more staff can be accommodated on 10th floor reception area. Presently one ward secretary and IP billing staff is seating on 10th floor reception.
- 10th floor reception counter should be modified by placing glass on reception platform, as like ground floor cashier desk with proper barricading from both sides.
- Three staff i.e. IP billing co-ordinator, IP insurance co-ordinator and ward secretary can be easily accommodated on 10th floor billing desk.

Dividing Job Equally

8th floor staff	Number of persons	Will take care of patients of
IP Admission & Billing staff	2	ALL but 10th floor cases
IP Insurance Staff	1	8th floor, NICU & ICU cases
CRE	1	All IP cases
10th floor staff		
IP Admission & Billing staff	1	10th floor
IP Insurance Staff	1	9th & 10th floor cases
Ward Secretary	1	All IP cases

Camouflage Discharge

Zulekha Hospital LLC - [SHARJAH]
SHARJAH

Zulekha Portal Today's Date Sat, 17 May 2014
Full Screen Reload Options Logout[DR. MANGESH DANI]

Build 2013.12.23

Options Home 16 - Mark for Discharge

My Shortcuts

Application Menu

ADT

Menu:

- Master
- Transaction
 - 1 - IP Booking
 - 2 - IP Admission
 - 3 - Bed Search
 - 6 - Change Chargeable Bed Service
 - 9 - New Born Baby Admission
 - 11 - Booking Cancellation Refund
 - 12 - IP Booking Cancellation
 - 14 - Ip Booking Receipt Search
 - 16 - Mark for Discharge
- Report

Pin will be added under this tab, four stages tab will be blue in colour initially

Pin	Date for Admission	Doctor	Nursing Station	IP Billing, Discharge & Insurance	Ward Secretary	IP Pharmacy
ZHS044444	16/05/2014	X				

After nurse completed her part of discharge process, she will mark Nursing station tab green

Pin	Date for Admission	Doctor	Nursing Station	IP Billing, Discharge & Insurance	Ward Secretary	IP Pharmacy
ZHS0	16/05/2014	X				

Like wise at all stages the tab will turned green after completing respective part of job description

Pin	Date for Admission	Doctor	Nursing Station	IP Billing, Discharge & Insurance	Ward Secretary	IP Pharmacy
ZHS0	16/05/2014	X				

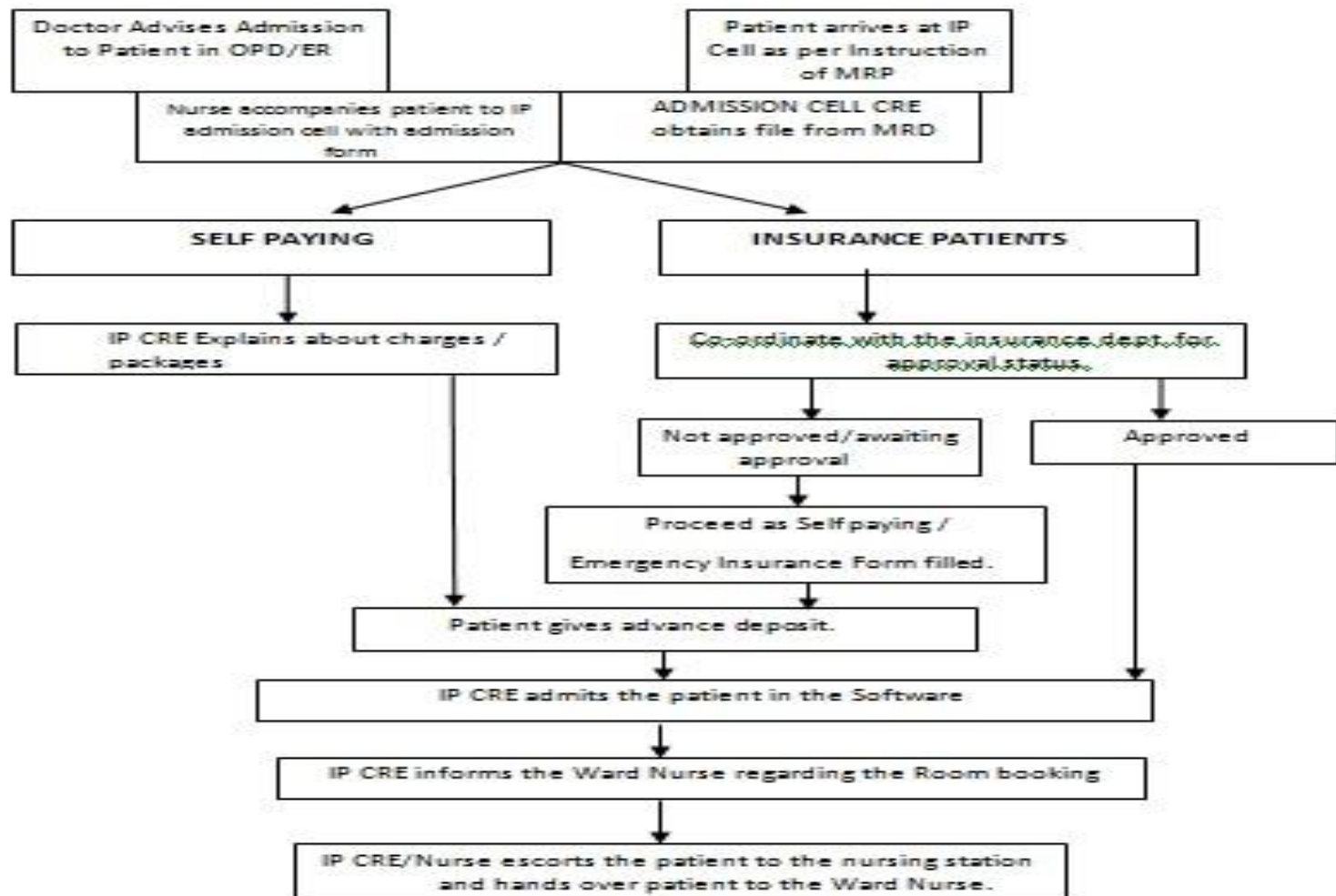
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- Once all tabs are turned green, an automated text messages mentioning "Doctor has approved for your discharge. Kindly proceed to billing desk for final bill settlement. Thank you for choosing Zulekha hospital as your health care provider" will be sent on patients and bystanders mobile.

Dear All, We extend heartfelt gratitude to each and every one for their immense support in NEW HMIS implementation. Thank you !!!!

Admission Process

ADMISSION PROCESS FLOW



Admissions

- In general admission process at ZHS is working good with average admission time of 30-45 min.

REASONS FOR DELAY

- It is observed that maximum delay i.e. 32% arises due to patient, which is mainly the time taken in making up the mind for admission.
- 23% delays are due to the investigations which are mandatory to be conducted.
- 23% delays are when the patient bed is not ready either because the next patient has just vacated or the staff is negligent.
- 22% arises when no room is vacant for patients' admission.

RECOMMENDATIONS

Shortage of cleaning staff:

- Average time for room preparation is 43 min of which cleaning staff took 35 min and nurse took 8 min on an average.
- The number of cleaning staff per floor is 2 and average number of discharge per day during the study period was 35.25 i.e. each staff has to clean 6 rooms during her duty time.

Further points to be noted are:

- Cleaning staffs, who are preparing rooms, are having other job responsibilities also.
- Average time mentioned for preparing one room is direct time spent during cleaning. Hidden time like time to prepare cart for cleaning and time during transport of the same is also to be considered.
- It is been observed that all other formalities for admission can be done in meantime for preparation of room for admission. So a fast discharge process will fasten admission process to.

RECOMMENDATIONS

- Timely bed allotments
- Quota system of bed allotments
- Training of nursing staff for speeding of process.

CONCLUSION

- The admission and discharge process at Zulekha Hospital is an interdisciplinary, collaborative process across the continuum of care. It is a clinical priority for all health care team members. Although, the use of HIMS in the admission and discharge process is there but still the discharges in the hospital are being delayed beyond expected time.



Thank You