

**Factors Responsible for Long Waiting Time and its Impact on
Guest Satisfaction**
(A study of Out Guest Department of Mother and Child hospital)

**Internship Training
at
Cocoon**

**By
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**Under the guidance of
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**Post Graduate Diploma in Hospital & Health Management
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 **IIHMR UNIVERSITY**
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TO WHOMSOEVER MAY CONCERN

This is to certify that Dr. Nikita Nehra student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from Institute of Health Management and Research, Jaipur has undergone internship training in cocoon hospital, Jaipur from 18 February to 30 April 2014.

The candidate has successfully carried out the study designated to her during internship training and his approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirement.

I wish her all the success in all his future endeavors.



Dr. Ashok Kaushik
Dean, Academics and Student Affairs
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Dr. Suresh Joshi
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IIHMR, Jaipur

This certificate is awarded to

NIKITA NEHRA

In recognition of having successfully completed her

Internship in the department of

Out Patient

and has successfully completed her Project on

Factors responsible for long waiting time and its impact on guest satisfaction

(18th February, 2014 to 31st March, 2014)

at

Cocoon

She comes across as a committed, sincere & diligent person

who has a strong drive & zeal for learning

We wish her all the best for future endeavours


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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "Factors Responsible For Long Waiting Time And Its Impact On Guest Relation " and submitted by Dr. Nikita Nehra Enrolment No. IIHMR/PGDHM/2012-14/17-1351 under the supervision of Dr. Suresh Joshi for award of Postgraduate Diploma in Hospital and Health Management of the Institute carried out during the period from January 06, 2014 to May 20, 2014 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Signature: *Nikita Nehra*

Date: *28/5/2014*

ABSTRACT

Out Guest Department is the mirror of the hospital, which reflects overall functioning of the hospital, being the first point of contact between the guest and the hospital staff. Nowadays OPD services of majority of the hospitals are facing queuing and waiting time problems that is resulting into guest dissatisfaction. Waiting for consultation and getting investigations done in the hospital is one of the main reason behind guest does not want to avail the services of that particular hospital. Provision of quick and efficient services is only possible with optimum utility of resources through multitasking in a single window system in the OPD.

Study Methodology

The study is cross sectional in nature and the data collection method is purposive sampling. During the study both qualitative data like factors responsible for long waiting time in OPD, its impact on guest satisfaction and quantitative data like average waiting time of the guests in OPD, percent distribution of satisfaction score given by the guests has been collected. The data has been collected through face to face interview with the help of semi-structured questionnaire and to estimate the average waiting time daily reporting of in-time and out-time of guests coming in the has been measured. The study area is Out Guest Department of Cocoon Hospital, Jaipur.

Result

Waiting time for guests in OPD is quite high. Although only few number of the guests are dissatisfied with the waiting time at different service areas and but they should be taken in

more consideration as a single bottleneck of the hospital can affect the efficiency of overall functioning of the system.

Every guest attending the hospital is responsible for spreading the good image of the hospital and therefore satisfaction of guests attending the hospital is equally important for hospital management.

ACKNOWLEDGEMENTS

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DISSERTATION REPORT

INTRODUCTION

Out Patient Department of a hospital is considered as the “shop window” of the hospital. Since the department is the mirror of the hospital, which reflects overall functioning of the hospital, being the first point of contact between the guest and the hospital staff. Improving the efficiencies is paramount to both customer satisfaction and hospital’s bottom line.

Satisfaction is an important outcome of healthcare.

Nowadays OPD services of majority of the hospitals are facing queuing and waiting time problems that is resulting into guest dissatisfaction. The amount of time a guest waits to be seen is one factor which affects the utilization of health care services and guests perceive long waiting times as barriers to actually obtaining services. Clients judge the quality of care received based on their satisfaction with the services provided.

There are various problems faced by the guests in Out Patient department like overcrowding, delay in consultation, lack of proper guidance etc that leads to guest dissatisfaction. Nowadays, guests are looking for hassle free and quick services in the fast moving world. Waiting for consultation and getting investigations done in the hospital is one of the main reason behind guest does not want to avail the services of that particular hospital. Provision of quick and efficient services is only possible with optimum utility of resources through multitasking in a single window system in the OPD.

It is believed that guest satisfaction can be enhanced and subsequent health behaviour improved, if providers create an environment that dialogue between the health professional

and the guest that enables them to identify the most important and relevant information to transmit to guests and families. It can be hypothesized that understanding and meeting guests need to know through communicating important information desired by the guest can produce more knowledgeable and competent guests who are in a better position to assist their own recovery from illness and manage their own health. There are multiple factors which are being ignored or rather wrong assumptions are made. Most of the studies considered a single-stage system so that other interrelated servers such as x-ray, receptionist, cashier, and lab test were ignored. Second, most of studies assumed that there was no secondary consultation for the guests going for lab tests and x-ray. Third, many studies have modeled the problem as a single-server system assuming only one doctor was available for consultation. Walk-ins are unavoidable in a hospital and their service time directly affects the waiting time of subsequent appointment guests and many a times doctor-guests interaction time is unpredictable sometimes it may take a longer time and sometimes few minutes or so.

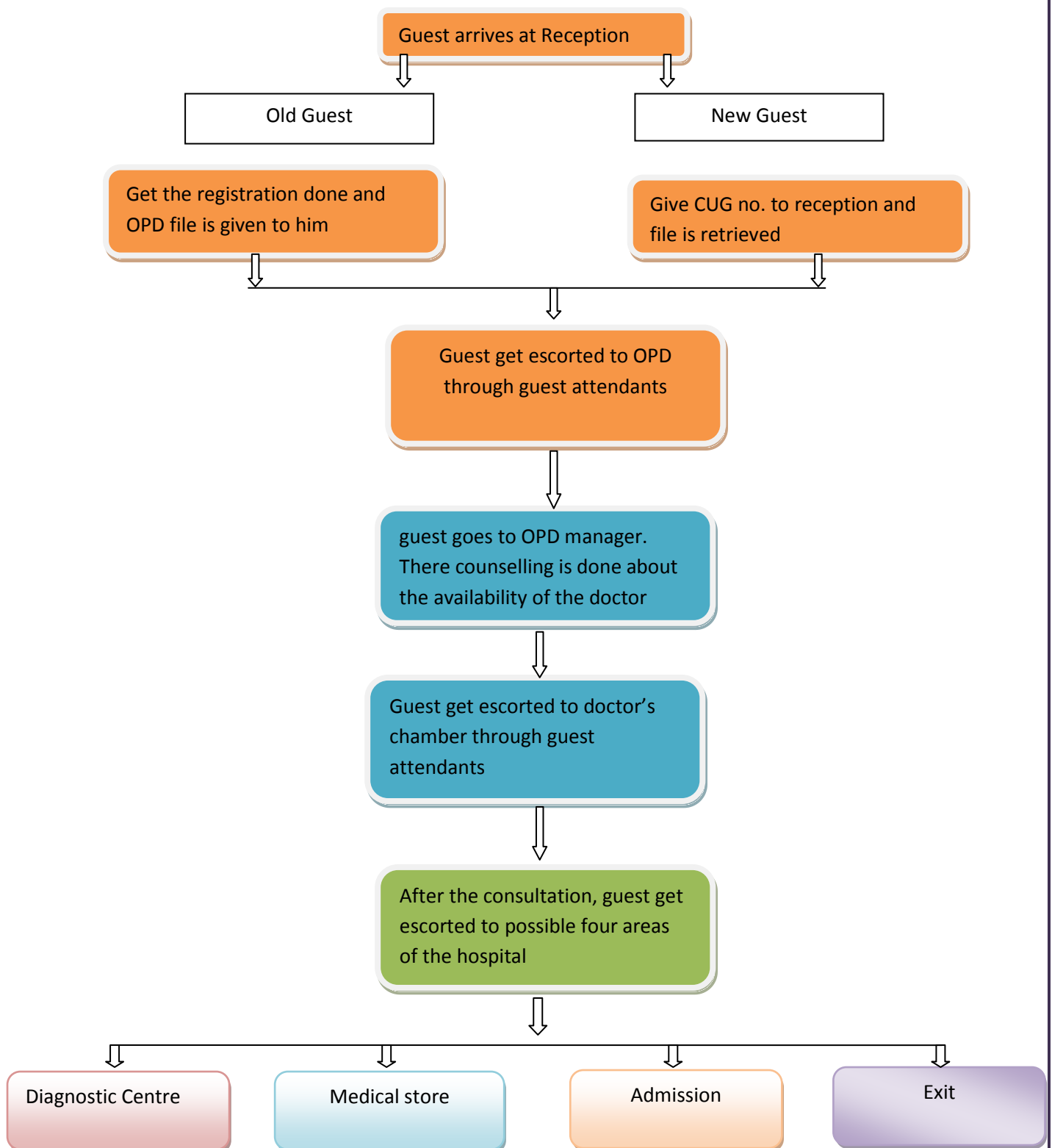
Therefore, all these multiple factors are to be taken into consideration just single system doesn't give the accurate results of actual waiting time of the outguest department.

Guests are attended in various outguest units within the hospital system, but almost invariably, a high percentage of these guests arrive and leave the hospital at various times. In a competitively managed health care environment, guest waiting time play an increasingly important role in a clinic's ability to attract new business.

It is difficult to sell services if individuals are dissatisfied with waiting time which is the length of time from when the guest entered the waiting room or the consulting room to the time the guest actually left the hospital.

This study throws light into findings out the average waiting time guests need to wait in each speciality of OPD and various major factors responsible for it. Due to various reasons, guest after initial waiting for registration waits for consultation, diagnostics and even for collecting medicines at pharmacy. This study aims at finding out those major factors and ways to reduce them as waiting time at the OPD is often used as one of the measures of quality health care in hospitals and the demands for services

OPD GUEST FLOW



LITERATURE REVIEW

1. Long waiting time in Out Guest Department

- 1.1 Prof. Dinesh T.A et.al. (2013) in a study on “Reducing waiting time in Out Guest services of large university teaching hospital – A six sigma approach” has stated that Guests' has been defined as "the length of from when the guest entered the clinic to the guest actually leaves the OPD". Whether it's a used for registration of guest, routine doctor's appointment, emergency room treatment, laboratory/diagnostic test, procedures, receiving the results of various tests, happens to just about everyone seeking medical care.
- 1.2 K. McCarthy et. al. (2000) in a study has examined Out Guest waiting times, their association with perceptions of service quality and whether concern about waiting times influences attendance. Study has found that half of Out Guest were seen within 60 minutes of clinic appointment (Median time to consultation: 60 minutes). Most (64%) rated waiting times as unsatisfactory. Over one third of those who chose not to attend stayed away because they expected to have to wait.
- 1.3 Dr. Sudesh kumar Sharma et al (March 2013) in a study on “Guest waiting time: it’s impact on hospital Out Guest department” has found that Time taken between guest arrival and registration and first contact with the nursing staff in OPD is 12.32minutes and time taken between guest to physician as well as medical store was 15minutes. The study reveals the average time spent by the guests and also expresses their view towards the hospital and hospital’s services in undergoing various procedures

2. Factors that may lead to longer waiting time in OPD

- 2.1 Mohamad Hanaffi Abdullah in a study on Study on “Outguests’ Waiting Time in Hospital University Kebangsaan Malaysia (HUKM) Through the Six Sigma Approach” with a purpose to investigate the possible operational problems that may lead to excessive guests’ waiting time has found that the main factors leading to long waiting time are registration time, number of doctor(s) and staff at the counter.
- 2.2 Mkhholwane Thomas Nhlapo (April 2012), in a study on “The appraisal of factors affecting waiting times and recommendations for Improvement at out-guest department (OPD) of kopanong hospital” analysed that in the general OPD, the guests spent a significant amount of time in the system before they were seen by the nurses and doctors. However, they were also spending a significant amount of time in the Pharmacy (Median 59 min) also.
- 2.3 Vijaya Bharat et.al. in a study on “Waiting time reduction in Outguest services - Analogy to heart failure therapy” have discussed that waiting time in OPD depends factors some guest related factors and some doctors related factors. It has been concluded that it is possible to streamline the OPD services of hospitals through customer focus and optimum utilization of the resources.

3. Impact of long waiting time on Guest satisfaction in OPD

- 3.1 Oluwagbenga Ogunfowokan et al (19 July 2012) in a study on “ Time, expectation and satisfaction: Guests’ experience at National Hospital Abuja, Nigeria” has concluded that reduction in guest–clinic encounter time and meeting guests’ pre-visit expectations could significantly improve guest satisfaction after the visit to the clinic at the general OPD.
- 3.2 Umar I et al (January 2011) in a study on “Guest waiting time in a tertiary health institution in Northern Nigeria” have stated that the amount of time a guest waits to be seen is one factor which affects the utilization of health care services. Guest satisfaction is a measure of success of the hospitals nowadays. Hence, there is the need for health care institutions and providers to put in place measures aimed at reducing waiting time and ensuring guest satisfaction.

AIM

To identify the possible operational problems that may lead to excessive waiting time for guests in Out Guest Department and its impact on guest satisfaction.

OBJECTIVES

1. To determine the average waiting time of guests in gynaecology OPD of the hospital.
2. To identify the major factors responsible for longer waiting time in the OPD.
3. To study the impact of longer waiting time in OPD on Guest satisfaction.

STUDY METHODOLOGY

- **Place of study:**

Cocoon Hospital, Jaipur

- **Study area:**

Department taken into consideration for the study was the Gynaecology OPD (Out Guest Department of Cocoon Hospital).

- **Time frame:**

The time frame of the study was two months (18th February 2014 to 30th April 2014)

- **Data type:**

Primary data has been collected for the study.

- **Data Collection Tools**

- o Guest waiting time data has been collected through daily reporting of in time and out time of guests coming in the OPD for consultation.
- o Impact on guest satisfaction has been analysed by taking guest feedback using a semi structured questionnaire.
- o Observation (DAY TO DAY)

- **Study Type**

- o Cross- Sectional Study

- **Sample size:**

All the cases reported from 1st march 2014 to 30th April 2014 have been taken into consideration, where our sample size for guest satisfaction analysis is 170 guests selected randomly.

DATA ANALYSIS / INTERPRETATIONS

Random 170 patients were observed and their complete OPD cycle time was recorded -

S. No.	CUG no	CRM consultation slip	Vitals recording	Entry for consultation	Exit from consultation	Final billing	Waiting time
1	226306	11:00	11:05	11:15	11:20	11:21	0:16
2	214522	11:05	11:10	11:20	11:24	11:30	0:21
3	231443	11:10	11:15	11:25	11:29	11:30	0:16
4	224133	11:12	11:16	11:30	11:35	11:36	0:19
5	214103	11:15	11:17	11:35	11:41	11:45	0:24
6	219777	11:17	11:20	11:42	11:50	11:52	0:27
7	213143	11:20	11:22	11:51	11:56	12:00	0:35
8	207377	11:25	11:28	12:01	12:07	12:09	0:38
9	206378	11:31	11:35	12:10	12:16	12:20	0:43
10	202195	11:36	11:40	12:20	12:26	12:30	0:48
11	203547	11:45	11:50	12:27	12:30	12:35	0:47
12	199892	12:00	12:10	12:40	12:50	12:55	0:45
13	224770	12:15	12:25	12:52	1:00	1:10	0:47
14	226715	12:30	12:40	12:45	1:10	1:20	0:25
15	204488	12:45	12:50	12:55	1:20	1:30	0:20
16	228665	12:50	12:56	12:59	1:30	1:40	0:19
17	202772	1:05	1:10	1:31	1:40	1:50	0:36
18	217323	1:15	1:20	1:41	1:50	2:00	0:36

19	267242	1:30	1:40	1:51	2:05	2:15	0:31
20	204466	1:45	1:50	2:07	2:11	2:17	0:28
21	225395	1:55	2:00	2:12	2:20	2:25	0:22
22	212706	2:05	2:10	2:22	2:30	2:40	0:27
23	225301	2:15	2:20	2:31	2:40	2:50	0:26
24	225717	2:30	2:40	2:43	2:50	3:00	0:23
25	226941	10:30	10:36	10:40	10:46	11:00	0:24
26	210517	10:40	10:45	10:48	10:55	11:00	0:13
27	218669	10:45	10:50	10:57	11:00	11:05	0:17
28	215851	10:47	10:50	11:03	11:10	11:15	0:21
29	219892	10:49	10:55	11:12	11:17	11:25	0:31
30	222758	10:55	11:00	11:20	11:30	11:40	0:35
31	206387	11:00	11:05	11:32	11:40	11:50	0:42
32	216379	11:05	11:10	11:43	11:50	11:58	0:46
33	226631	11:13	11:20	11:51	12:02	12:10	0:46
34	206101	11:20	11:27	12:05	12:12	12:15	0:48
35	215478	11:35	11:45	12:14	12:20	12:30	0:49
36	217377	11:45	11:52	12:21	12:30	12:40	0:46
37	216289	12:00	12:06	12:32	12:36	12:50	0:46
38	219312	12:10	12:15	12:37	12:50	12:59	0:36
39	199760	12:20	12:30	12:51	1:05	1:10	0:36
40	225966	12:35	12:41	12:50	1:15	1:30	0:30
41	226969	12:45	12:50	12:58	1:25	1:40	0:28
42	226984	12:48	12:52	12:55	1:35	1:50	0:22
43	203032	1:10	1:17	1:36	1:40	1:55	0:41

44	226974	1:17	1:24	1:41	1:49	2:00	0:35
45	223214	1:25	1:30	1:50	2:00	2:10	0:35
46	226985	1:31	1:35	2:01	2:07	2:15	0:38
47	226598	1:50	1:55	2:08	2:15	2:30	0:33
48	212025	2:00	2:10	2:17	2:30	2:45	0:32
49	223801	2:05	2:10	2:32	2:40	2:55	0:42
50	226988	2:15	2:22	2:41	2:50	3:00	0:36
51	226989	10:00	10:10	10:35	10:45	10:55	0:45
52	216247	10:05	10:10	10:47	10:55	11:05	0:52
53	209844	10:07	10:15	10:56	11:10	11:20	0:59
54	209821	10:08	10:10	11:12	11:25	11:35	1:14
55	207375	10:10	10:15	11:27	11:35	11:50	1:32
56	261020	10:20	10:30	11:36	11:45	12:00	1:31
57	216309	10:30	10:42	11:47	11:55	12:05	1:27
58	202800	10:45	10:55	11:56	12:10	12:20	1:21
59	219789	11:00	11:15	12:12	12:16	12:30	1:26
60	227076	11:16	11:26	12:17	12:30	12:45	1:16
61	227508	11:40	11:55	12:32	12:41	12:55	1:06
62	220724	11:55	12:05	12:43	12:55	12:59	0:52
63	199892	12:10	12:20	12:57	1:07	1:15	0:55
64	211614	12:20	12:30	12:45	1:20	1:35	0:40
65	227086	12:30	12:45	12:49	1:35	1:50	0:34
66	213727	12:40	12:55	12:59	1:45	1:55	0:29
67	227101	1:00	1:10	1:30	1:55	2:10	0:45
68	227072	1:20	1:30	2:00	2:10	2:20	0:50

69	204120	1:40	1:55	2:13	2:25	2:45	0:53
70	227003	1:55	2:10	2:30	2:45	3:00	0:50
71	222305	2:15	2:25	2:47	3:00	3:20	0:52
72	202195	2:30	2:40	3:05	3:20	3:35	0:50
73	227244	2:45	2:56	3:25	3:40	4:00	1:00
74	227251	3:00	3:15	3:42	3:55	4:10	0:57
75	195635	10:00	10:05	10:20	10:30	10:50	0:40
76	223226	10:10	10:20	10:35	10:45	10:55	0:35
77	192916	10:15	10:25	10:47	10:55	11:10	0:47
78	226660	10:20	10:30	10:57	11:10	11:30	0:57
79	221909	10:30	10:35	11:12	11:20	11:40	1:02
80	227264	10:40	10:48	11:25	11:35	11:55	1:05
81	221709	11:00	11:10	11:36	11:45	12:00	0:51
82	223829	11:03	11:12	11:47	11:55	12:10	0:59
83	209183	11:07	11:11	12:00	12:10	12:20	1:03
84	212153	11:10	11:20	12:11	12:20	12:35	1:16
85	226631	11:15	11:25	12:22	12:35	12:45	1:17
86	209676	1:10	1:17	1:36	1:40	1:55	0:41
87	222041	1:17	1:24	1:41	1:49	2:00	0:35
88	223297	11:44	11:57	12:59	1:11	1:20	1:24
89	221348	11:00	11:05	11:32	11:40	11:50	0:42
90	215478	11:05	11:10	11:43	11:50	11:58	0:46
91	225804	11:13	11:20	11:51	12:02	12:10	0:46
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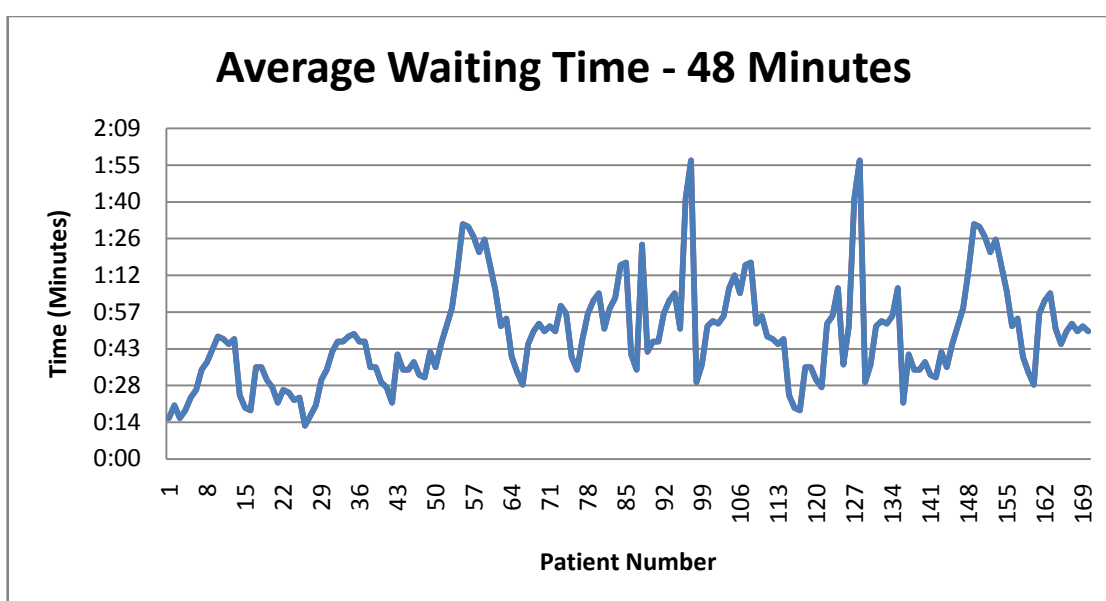
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96	213727	1:10	1:25	2:42	2:55	3:05	1:42
97	218109	1:30	1:45	2:57	3:15	3:45	1:57
98	222953	10:00	10:10	10:15	10:30	10:45	0:30
99	210910	10:05	10:15	10:32	10:45	10:55	0:37
100	220155	10:10	10:20	10:47	10:55	11:10	0:52
101	227290	10:15	10:25	11:00	11:11	11:20	0:54
102	227341	10:30	10:40	11:13	11:20	11:30	0:53
103	227342	10:41	10:45	11:22	11:35	11:50	0:56
104	215858	10:45	10:50	11:37	11:45	12:00	1:07
105	227443	10:55	11:00	11:47	11:55	12:15	1:12
106	216415	11:10	11:23	12:00	12:10	12:25	1:05
107	227344	11:15	11:25	12:15	12:24	12:40	1:16
108	223813	11:20	11:30	12:27	12:35	12:45	1:17
109	227799	10:30	10:40	11:13	11:20	11:30	0:53
110	208215	10:41	10:45	11:22	11:35	11:50	0:56
111	212706	11:36	11:40	12:20	12:26	12:30	0:48
112	227505	11:45	11:50	12:27	12:30	12:35	0:47
113	227803	12:00	12:10	12:40	12:50	12:55	0:45
114	223509	12:15	12:25	12:52	1:00	1:10	0:47
115	225379	12:30	12:40	12:45	1:10	1:20	0:25
116	212728	12:45	12:50	12:55	1:20	1:30	0:20
117	227812	12:50	12:56	12:59	1:30	1:40	0:19
118	211798	1:05	1:10	1:31	1:40	1:50	0:36

119	208388	1:15	1:20	1:41	1:50	2:00	0:36
120	227290	1:30	1:40	1:51	2:05	2:15	0:31
121	227086	1:45	1:50	2:07	2:11	2:17	0:28
122	219782	10:30	10:40	11:13	11:20	11:30	0:53
123	227819	10:41	10:45	11:22	11:35	11:50	0:56
124	145008	10:45	10:50	11:37	11:45	12:00	1:07
125	227788	10:05	10:15	10:32	10:45	10:55	0:37
126	219782	10:10	10:20	10:47	10:55	11:10	0:52
127	227751	1:10	1:25	2:42	2:55	3:05	1:42
128	227792	1:30	1:45	2:57	3:15	3:45	1:57
129	225595	10:00	10:10	10:15	10:30	10:45	0:30
130	214273	10:05	10:15	10:32	10:45	10:55	0:37
131	227796	10:10	10:20	10:47	10:55	11:10	0:52
132	225798	10:15	10:25	11:00	11:11	11:20	0:54
133	227834	10:30	10:40	11:13	11:20	11:30	0:53
134	227835	10:41	10:45	11:22	11:35	11:50	0:56
135	211614	10:45	10:50	11:37	11:45	12:00	1:07
136	219502	12:48	12:52	12:55	1:35	1:50	0:22
137	222689	1:10	1:17	1:36	1:40	1:55	0:41
138	216231	1:17	1:24	1:41	1:49	2:00	0:35
139	222357	1:25	1:30	1:50	2:00	2:10	0:35
140	204213	1:31	1:35	2:01	2:07	2:15	0:38
141	197349	1:50	1:55	2:08	2:15	2:30	0:33
142	140375	2:00	2:10	2:17	2:30	2:45	0:32
143	228514	2:05	2:10	2:32	2:40	2:55	0:42

144	215447	2:15	2:22	2:41	2:50	3:00	0:36
145	224654	10:00	10:10	10:35	10:45	10:55	0:45
146	212706	10:05	10:10	10:47	10:55	11:05	0:52
147	216285	10:07	10:15	10:56	11:10	11:20	0:59
148	200326	10:08	10:10	11:12	11:25	11:35	1:14
149	140356	10:10	10:15	11:27	11:35	11:50	1:32
150	140363	10:20	10:30	11:36	11:45	12:00	1:31
151	212753	10:30	10:42	11:47	11:55	12:05	1:27
152	225679	10:45	10:55	11:56	12:10	12:20	1:21
153	228973	11:00	11:15	12:12	12:16	12:30	1:26
154	215490	11:16	11:26	12:17	12:30	12:45	1:16
155	220967	11:40	11:55	12:32	12:41	12:55	1:06
156	224087	11:55	12:05	12:43	12:55	12:59	0:52
157	210953	12:10	12:20	12:57	1:07	1:15	0:55
158	217084	12:20	12:30	12:45	1:20	1:35	0:40
159	220075	12:30	12:45	12:49	1:35	1:50	0:34
160	223398	12:40	12:55	12:59	1:45	1:55	0:29
161	219970	10:20	10:30	10:57	11:10	11:30	0:57
162	224605	10:30	10:35	11:12	11:20	11:40	1:02
163	228237	10:40	10:48	11:25	11:35	11:55	1:05
164	216078	11:00	11:10	11:36	11:45	12:00	0:51
165	210970	1:00	1:10	1:30	1:55	2:10	0:45
166	210309	1:20	1:30	2:00	2:10	2:20	0:50
167	227054	1:40	1:55	2:13	2:25	2:45	0:53
168	229964	1:55	2:10	2:30	2:45	3:00	0:50

169	217041	2:15	2:25	2:47	3:00	3:20	0:52
170	227460	2:30	2:40	3:05	3:20	3:35	0:50
Average							0:48

Graphical Representation of the data



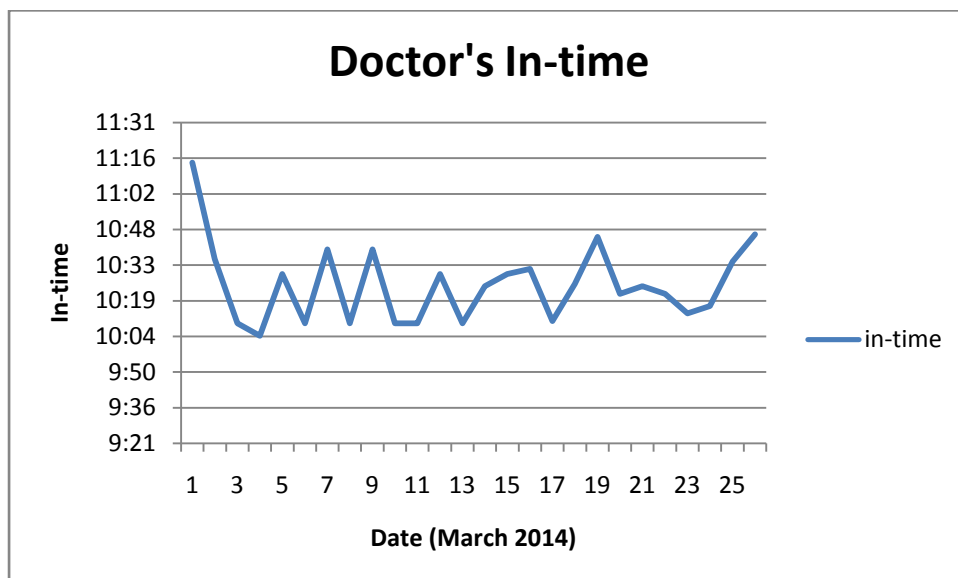
Graph 1.1: Average waiting time in OPD is 48 minutes

Interpretation: From the above graph it can be concluded that average waiting time in Gynaecology OPD was found to be 48 minutes and the maximum time was found to be 1 hr and 57 minutes while the minimum was found to be 15 minutes.

MAJOR FACTOR RESPONSIBLE FOR LONG WAITING TIME

Delayed In-time of Doctors –

A detailed analysis of the In-time of the consultant with maximum patients was done for a month. The average OPD of the consultant is 15-20 a day which is more than 60% of the total OPD in the hospital. So an improvement in the waiting time of the consultant's patients would improve the overall waiting time for the patients in the hospital. The In-time for the doctor was 10:00 am.



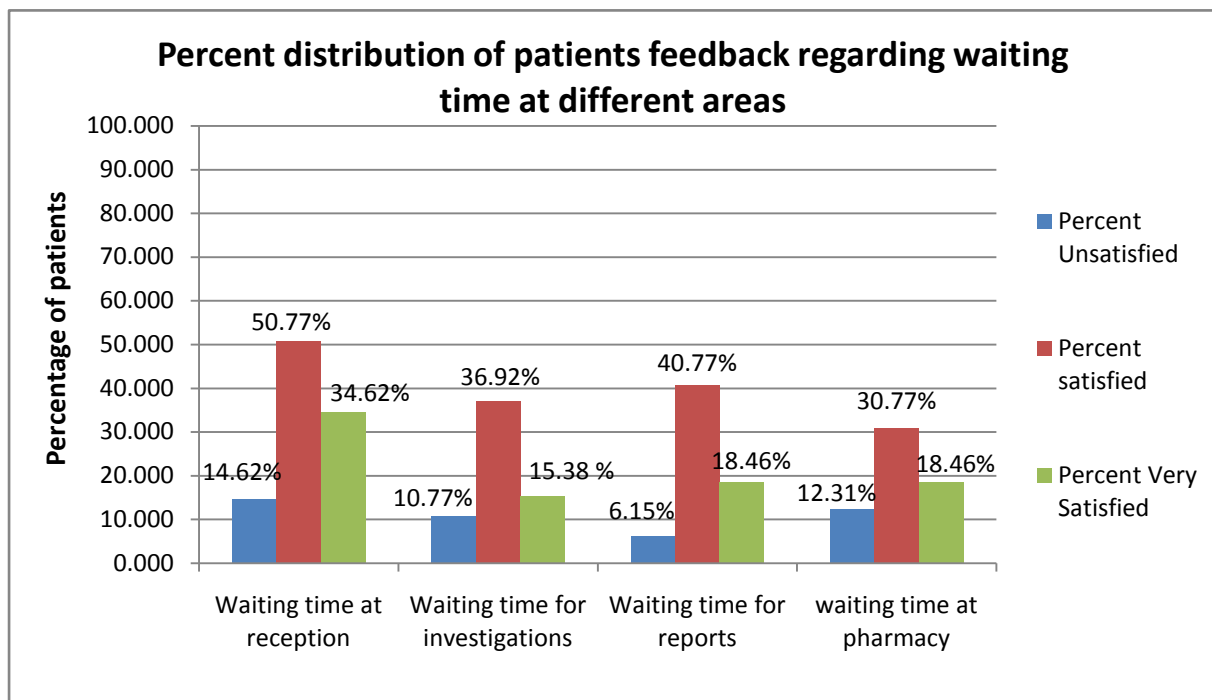
Graph 2.1: Average delayed In-time of doctor

Interpretation:

From the above graph it can be seen that the doctor in OPD came late as per the scheduled timings that prolongs the waiting time of guests in OPD hence affects guest satisfaction directly. The average delay was found to be **21 minutes**.

OTHER FACTORS INFLUENCING THE GUEST SATISFACTION

1. Waiting time in other areas:

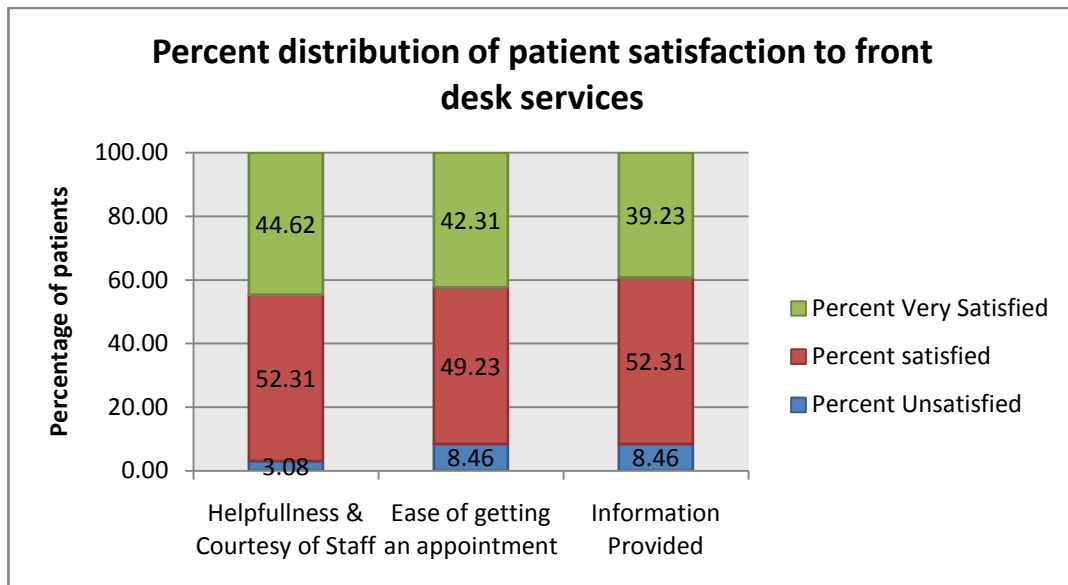


Graph 3.1: Showing percent distribution of guest's feedback on waiting time at different areas

Interpretation:

Above graph shows that a high degree of dissatisfaction among the patients is due to the waiting time spent at the reception.

2. Front Desk Services:

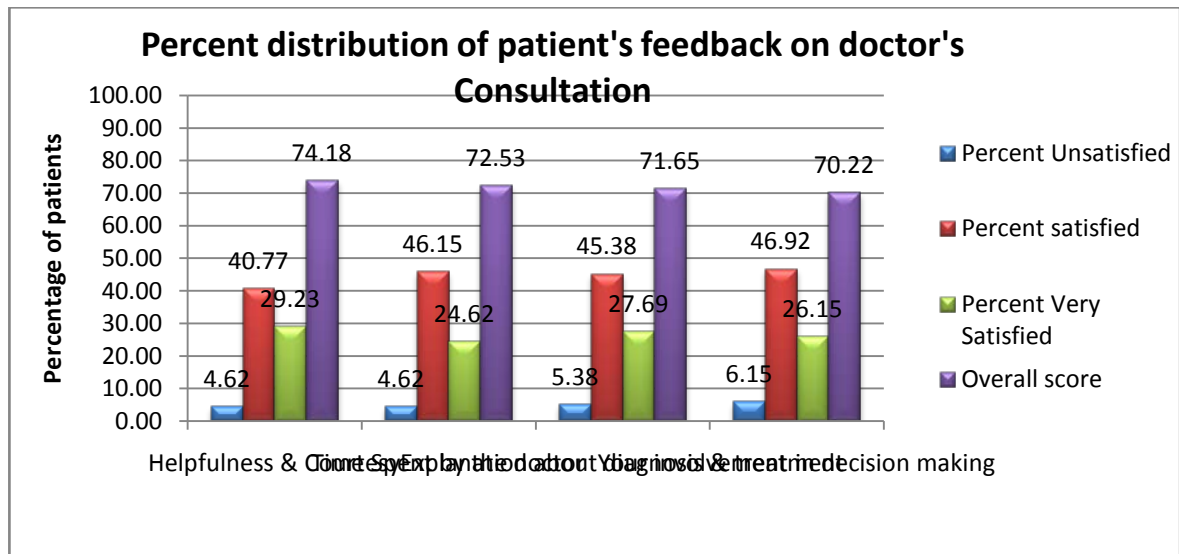


Graph 4.1: Percent distribution of guest satisfaction score for the front desk services

Interpretation:

Above graph shows the overall satisfaction score of guests towards front desk services. It can be interpreted from the graph that out of total 170 guests who have given their feedback, on an average 50% of them are satisfied with the service.

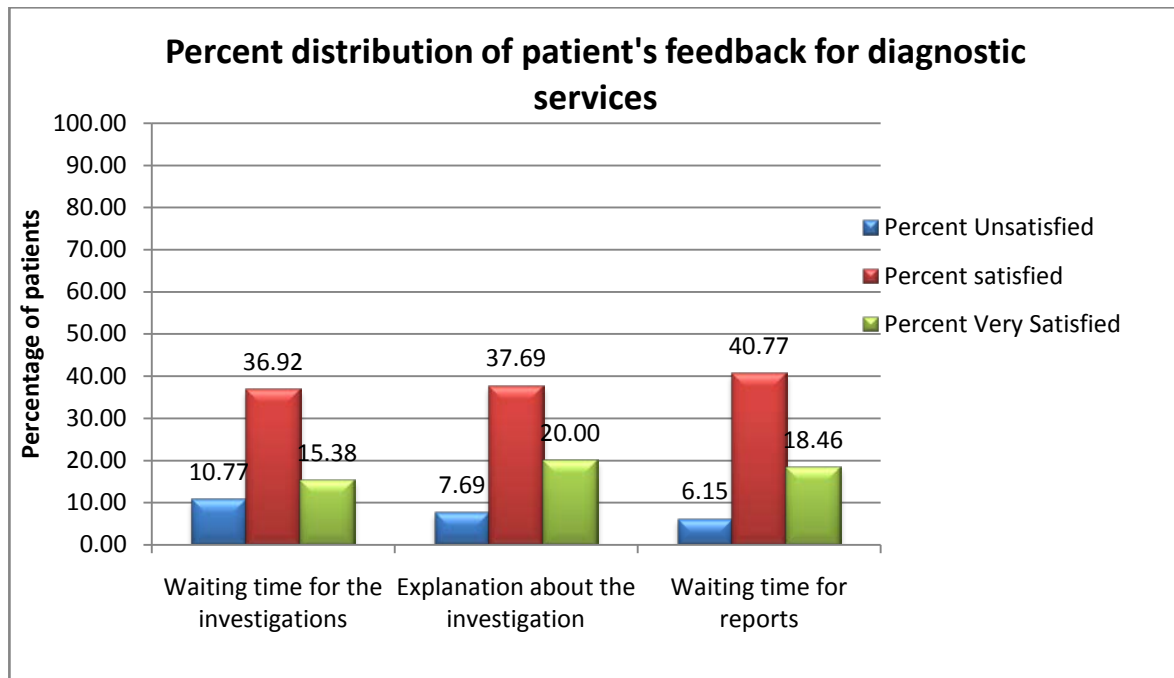
3. Doctor's Consultation:



Graph 4.2: Percent distribution of guest satisfaction score for overall doctor consultation and related services

Overall Score = (Sum of the scores given/ Highest possible score) *100

4. Diagnostic Services:

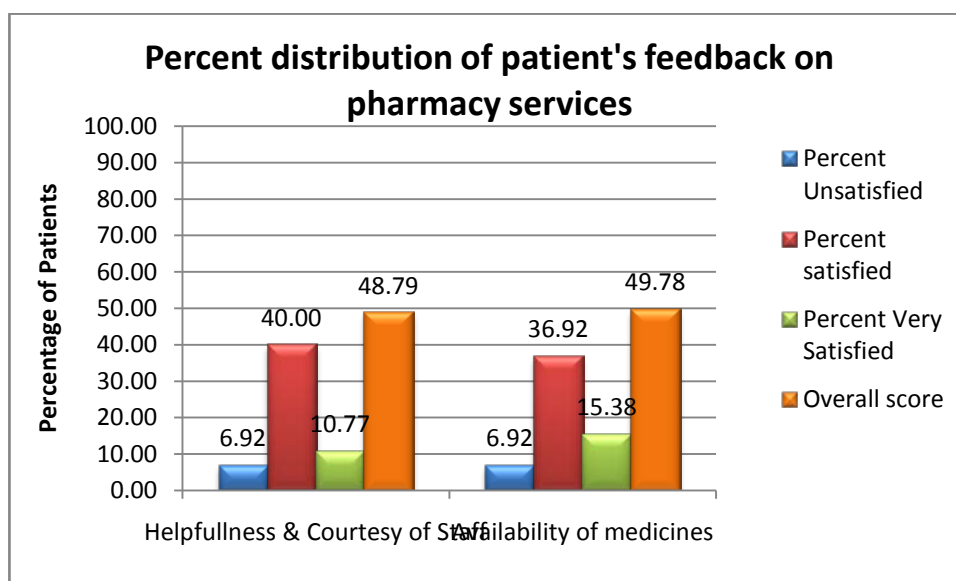


Graph 4.3: Percent distribution of guest satisfaction score for Diagnostics services

Interpretation:

From the above graph it can be seen that about 38% to 40% of the guests were satisfied with diagnostic services. Almost 11% of the guests found longer waiting time for investigation as a reason of their dissatisfaction towards the service.

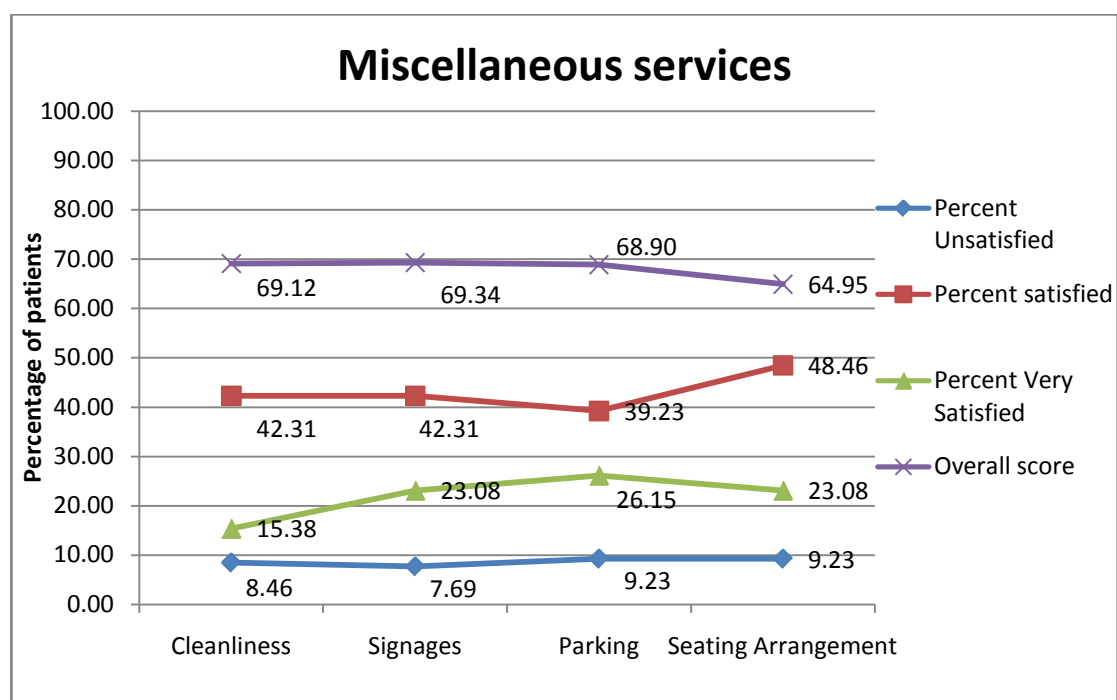
5. Pharmacy Services:



Graph 4.4: Percent distribution of guest satisfaction score for Pharmacy services

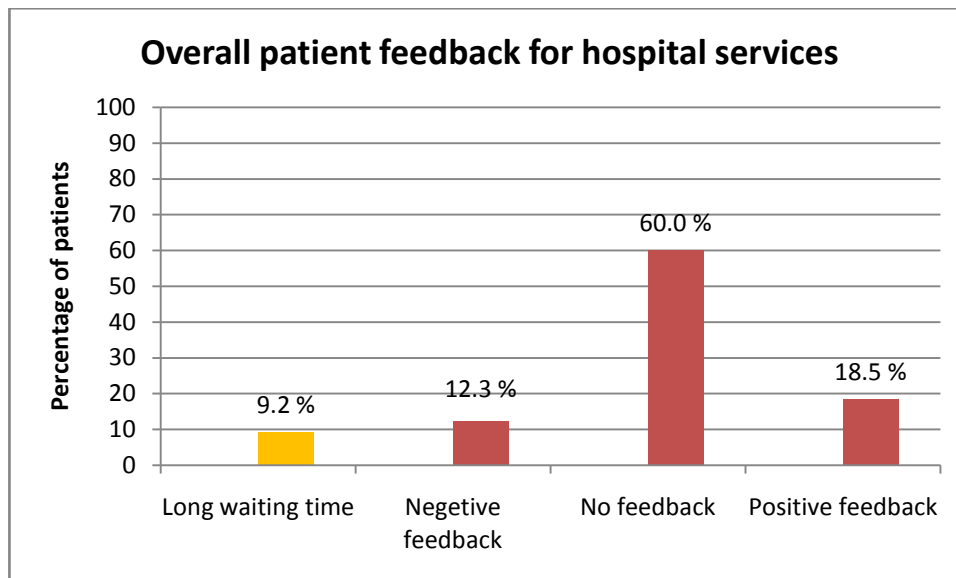
Overall Score = (Sum of the scores given/ Highest possible score) *100

6. Miscellaneous Services:



Graph 4.5: Percent distribution of guest satisfaction scores for miscellaneous services.

Overall Patient Feedback



Graph 4.6: Percent distribution of overall feedback of guest for hospital services.

Interpretation:

Above graph shows 9.2% of total 170 guests did complaint about longer waiting time in OPD which is pretty high considering that only 40% gave a feedback.

OBSERVATIONAL FINDINGS

Other factors responsible for Patient Dissatisfaction other than the Delayed In-Time of the doctors, which are qualitative in nature rather than quantitative, are as following:

1. Long guests wait time occur at the front desk of the hospital.
2. Guests might be conveyed to wrong information.
3. Waiting time prolongs due to simultaneous OT schedules of doctors.
4. Guest appointments overlap.
5. Guests who are coming without any prior appointment don't get the expected response.

MAJOR SUGGESTIONS

Major Problem 1: Doctors coming late in the OPD

Strategic Solution:

A confirmation of the arrival timing from the doctor should be taken from the doctor every day at least 2 hours before they are supposed to arrive at the hospital so that things can be managed accordingly.

Doctors timing can be communicated to the patient in case the doctor is getting late so that the guest can arrive at the hospital accordingly. This can be done manually or through automated SMS services.

The scheduling of the doctor's timing can be managed such that if one doctor is late due to any reasons, another competent doctor should be available in case the patient is willing to get the check up done by the other doctor (this can be very helpful in case the check up is a regular one).

Major Problem 2: Long waiting time at the reception

Strategic solution:

Proper SOP to the front desk and reception staff should be made available. This should include everyone from the guard to the doorman till the patient is seated at the reception. A lot of time is consumed just for the guest to understand as to whom to talk to.

A dedicated escort should be present at the entrance door to guide each person entering the premises to their desired location.

OTHER SUGGESTIONS

- When a doctor is going to OT, any assistant doctor who can substitute them should be available in the OPD so that the guests who require emergency and immediate care will not suffer.
- Right information to the right person at right time should be followed whenever there is internal communication between different departments of the hospital.
- Guests should be given right information about the availability of the doctor in OPD at reception only as it is the first point of contact between the guest and the hospital.
- If the guests are given prior appointment for the consultation and follow up consultation and the same is informed to doctors routinely, process can be streamlined and waiting time can be reduced significantly.

LIMITATIONS

1. Data collected may not be completely compliant due to overcrowding. Whole of the information of individual guest could not be collected completely.
2. Some feedbacks given by the guest were not applicable due to guest had not experienced the services yet.
3. Waiting time data got collected from OPD only.

CONCLUSION

It can be seen from above study that average waiting time for the guest was found to be 48 minutes and among that the maximum was found to be 1hour 15 minutes and minimum was found to be 15 minutes as per the data. When the satisfaction index are analysed from the feedback taken from the guests it can be seen that almost 50% to 60% of the guests are satisfied with all the services given in the hospital. Other than the In-time delay of the doctors, maximum numbers of guests are dissatisfied with waiting time at reception counter i.e. 15 % of total (170), which was not being realised by the hospital authorities. Also more than 10% of the guests are dissatisfied with the waiting time at different service areas and but they should be taken in more consideration as a single bottleneck of the hospital can affect the efficiency of overall functioning of the system.

Every guest attending the hospital is responsible for spreading the good image of the hospital and therefore satisfaction of guests attending the hospital is equally important for hospital management. Various studies about out guest services have elicited problems like- delay in consultation, mismanagement at the reception etc. The study reveals the average time spent by the guests and also expresses their view towards the hospital and hospital's services in undergoing various procedures.

Form the study it can be concluded the waiting time for guests which leads to the dissatisfaction for patients, is not only a result of the delay in the In-time of the doctor (which is a major factor), but is also being contributed by mismanagement of the reception which can be a result of many factors including untrained manpower, SOP mismatch etc.

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ANNEXURE -1

OPD GUEST SATISFACTION QUESTIONNAIRE

SERVICES		RATING SCALE						
		Unsatisfied 1	2	3	Satisfied 4	5	6	Very Satisfied 7
1	FRONT OFFICE							
a)	Helpfulness & Courtesy of Staff							
b)	Waiting time at the desk							
c)	Ease of getting an appointment							
d)	Information Provided							
2	DOCTOR CONSULTATION							
a)	Helpfulness & Courtesy							
b)	Time Spent by the doctor							
c)	Explanation about diagnosis & treatment							
d)	Your involvement in decision making							
e)	Privacy during consultation							
3	DIAGNOSTIC SERVICES							
a)	Ease of getting an appointment							
b)	Waiting time for the investigations							
c)	Helpfulness & Courtesy of Staff							
d)	Explanation about the investigation							
e)	Waiting time for reports							
4	PHARMACY							
a)	Helpfulness & Courtesy of Staff							
b)	Availability of medicines							
c)	waiting time							
5	FACILITIES							
a)	Cleanliness							
b)	Signage							
c)	Seating arrangement							
d)	Cafeteria							
e)	Valet Parking							
f)	Courtesy of security staff							

	OVERALL EXPERIENCE							
a)	Response to your needs							
b)	overall satisfaction with the care provided by the hospital							
c)	If required, will you be willing to come back or refer to a friend/relative to this hospital	YES			NO			

ANNEXURE 2: Format for reporting of guest waiting time

Date				
Doctors name	CR no.	Guest arrival time	Guest exit time	Next transfer

**ANNEXURE 3: Format for reporting of doctor's timings and number of
guests seen**

DATE:					
Doctor's Name	OPD Timings	In Time in OPD	Out time	No. of Guest seen	Remarks

**ANNEXURE 5: Week wise overall data of number of guests in the OPD and
their distribution according to waiting time**

	OPD			
	Total Guests in the week	Total guests whose TAT was less than 1/2 an hr	Total guests having TAT till 1hr	Total guests having TAT more than 1hr
Week 1	389	189	99	78
Week 2	516	201	100	39
Week 3	439	227	56	76
Week 4	299	121	33	29