

DISSERTATION AT COCOON

(18TH FEBRUARY 2014 – 30TH APRIL 2014)

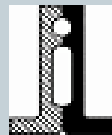


Factors responsible for long waiting time and its impact on guest satisfaction

(A study of Out Guest Department of Mother and Child hospital)

Post Graduate Diploma in Hospital & Health Management

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Introduction - Internship



- Objectives of the Internship
 - ✦ To develop in-depth understanding of hospital industry, work culture and their critical functions.
 - ✦ To understand the working of operations and customer care department as a whole and their key responsibilities.
 - ✦ To develop the required skills in order to make a step towards better career in hospital industry.

Introduction - Internship



- Major Learning during internship period
 - ✦ Learnt how to manage a department and ensuring proper utilization of all resources materials as well as human resource.
 - ✦ Learnt basic guest flow in the hospital and coordination among various departments.
 - ✦ Handling guest queries and proper counselling of the guests.
 - ✦ Learnt how to coordinate various day to day activities of Out Guest department.

Introduction - Internship



- Challenges faced
 - ✦ Counselling of guests and handling their complaints.
 - ✦ Utilization of paramedical staff and lower line staff of the OPD.
- Managerial roles performed during the period
 - ✦ Coordinated day to day functioning of multi specialty OPD.
 - ✦ Ensured timely delivery of services to the guests in OPD.
 - ✦ Ensured regular maintenance of OPD waiting area and consultants chambers.
 - ✦ Ensured that guests were being escorted by the guest attendant present in the OPD.
 - ✦ Supervision of OPD staff and ensured proper utilization of the staff.

Hospital Profile



Cocoon provides the world-class medical facilities like -

- ✦ Modular Operation Theatres
- ✦ LDR suites
- ✦ Level 3 Neonatal Intensive Care Units
- ✦ Fully motorized imported medical beds and examination couch
- ✦ 4D Ultrasound technology

Cocoon makes you feel cared and pampered by taking care of your smallest needs.

Hospital Profile

OUR MISSION

To be a provider of choice for its unique concepts and bouquet of services designed around womanhood & new born.

OUR VISION

To be gold standard in maternity and neonatal care.

To provide complete range of value add services around parenthood.

To be the employer of choice for its work environment, culture and practices.

To continually raise service excellence benchmark.

OUR VALUES

Caring

Obduracy

Compassionate

Omniparity

Officious

Neophile

Infrastructure



- **Carpet Area**
 - 40,000 Sq. Ft.
- **Floors**
 - Basement + Ground + Five Floors
- **Census Beds**
 - 24 (18 Maternity + 6 Neonatal Intensive Care)
- **Non-Census beds**
 - 14 (2 Emergency + 4 Recovery + 8 Nursery)
- **Space per bed**
 - 1400 Sq. Ft. (Industry standard 350-700 Sq.Ft.)
- **Electricity Back-Up**
 - 100% (Centralized UPS + Gensets)
- **Bed**
 - Manpower ratio: 1:5.5 (Industry standard 1:3)
- **Bed**
 - Nurse ratio: 1:2.2 (Industry standard 1:1.2)



Services



- 1: Obstetrics
- 2: Gynaecology
- 3: Laparoscopic surgeries
- 4: Counselling/Clinical Psychology
- 5: Cosmetology
- 6: Cosmetic surgery

Packages



- Antenatal Package
- Birthing
- Postnatal
- Cosmetology
- Women Surgery
- Wellness
- Mamma Bella



Dissertation

Introduction



- Out Guest Department is the mirror of the hospital, which reflects overall functioning of the hospital.
- 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.

Rationale



- The turn out of the patients in the hospital was not reducing but the patient satisfaction was getting poorer day by day.
- For a hospital like cocoon that promotes itself as a luxury hospital the guest satisfaction is a big performance measurement indicator.
- The hospital also shared their older feedback forms that pointed that the biggest reason given by patients for their dissatisfaction was the long waiting time.

Aims and Objectives



- **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:**

- To determine the average waiting time of guests in gynecology OPD of the hospital.
- To identify the major factors responsible for longer waiting time in the OPD.
- To study the impact of longer waiting time in OPD on Guest satisfaction.

Study Design



- **Study Setting:** Cocoon Hospotel, Jaipur.
- **Study Period:** Feb.18th to April 30th, 2014
- **Study Population:** OPD Guests.
- **Study Sample:** 170 OPD Guests.
- **Study design:** Qualitative study

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.

Study Methodology



- **Data Collection Tools:**

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

- **Study Type:**

- ✦ 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.



Major Observations / Data Analysis

Sample Data

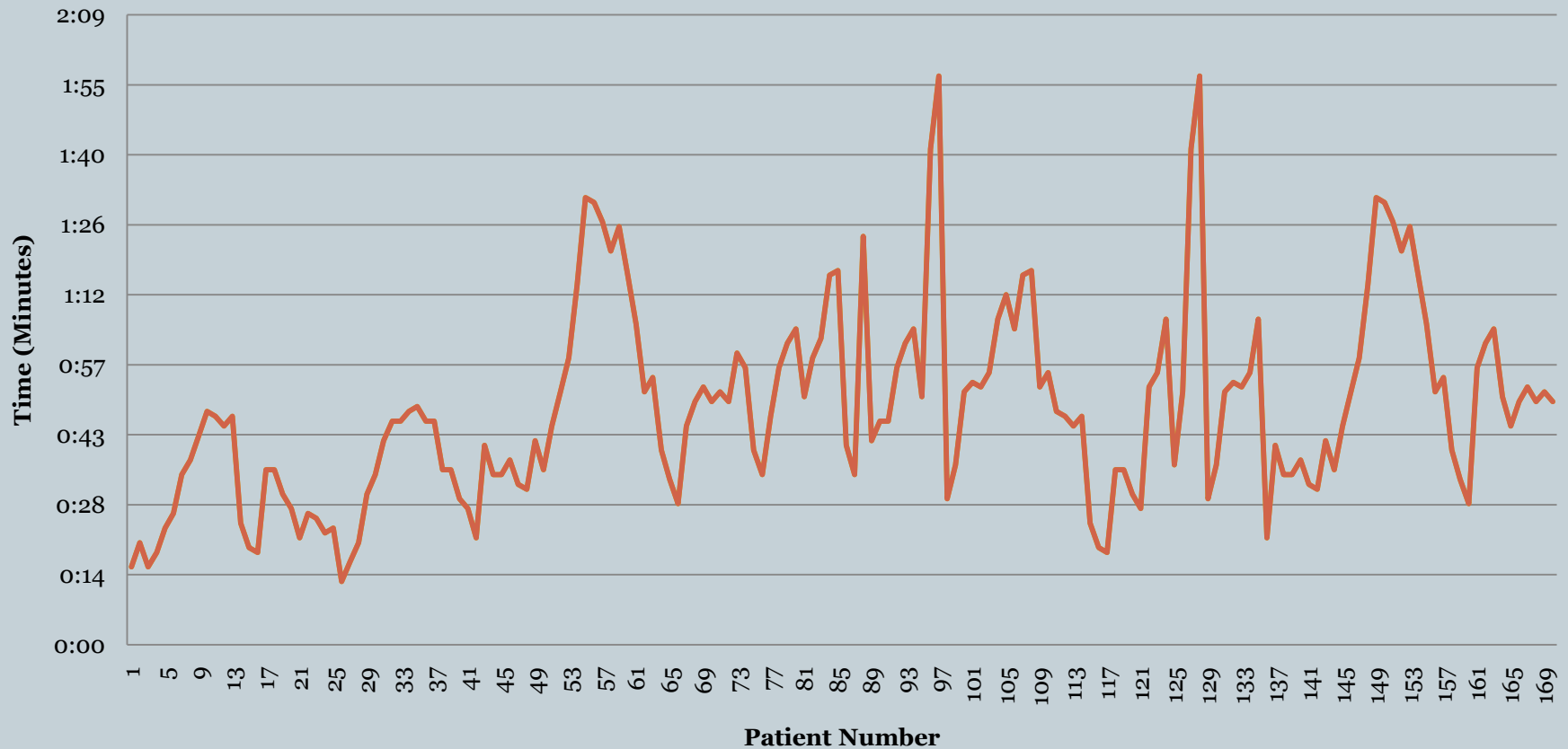


S. No.	CUG no	CRM consultation slip	Vitals recording	Entry for consultation	Exit from consultation	Final billing	Waiting time
1	226306	11:00	11:05	11:15	11:20	11:21	0:16
2	214522	11:05	11:10	11:20	11:24	11:30	0:21
3	231443	11:10	11:15	11:25	11:29	11:30	0:16
4	224133	11:12	11:16	11:30	11:35	11:36	0:19
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

Average Patient Waiting Time



Average Waiting Time = 48 Minutes



Sample (Doctor's In time)

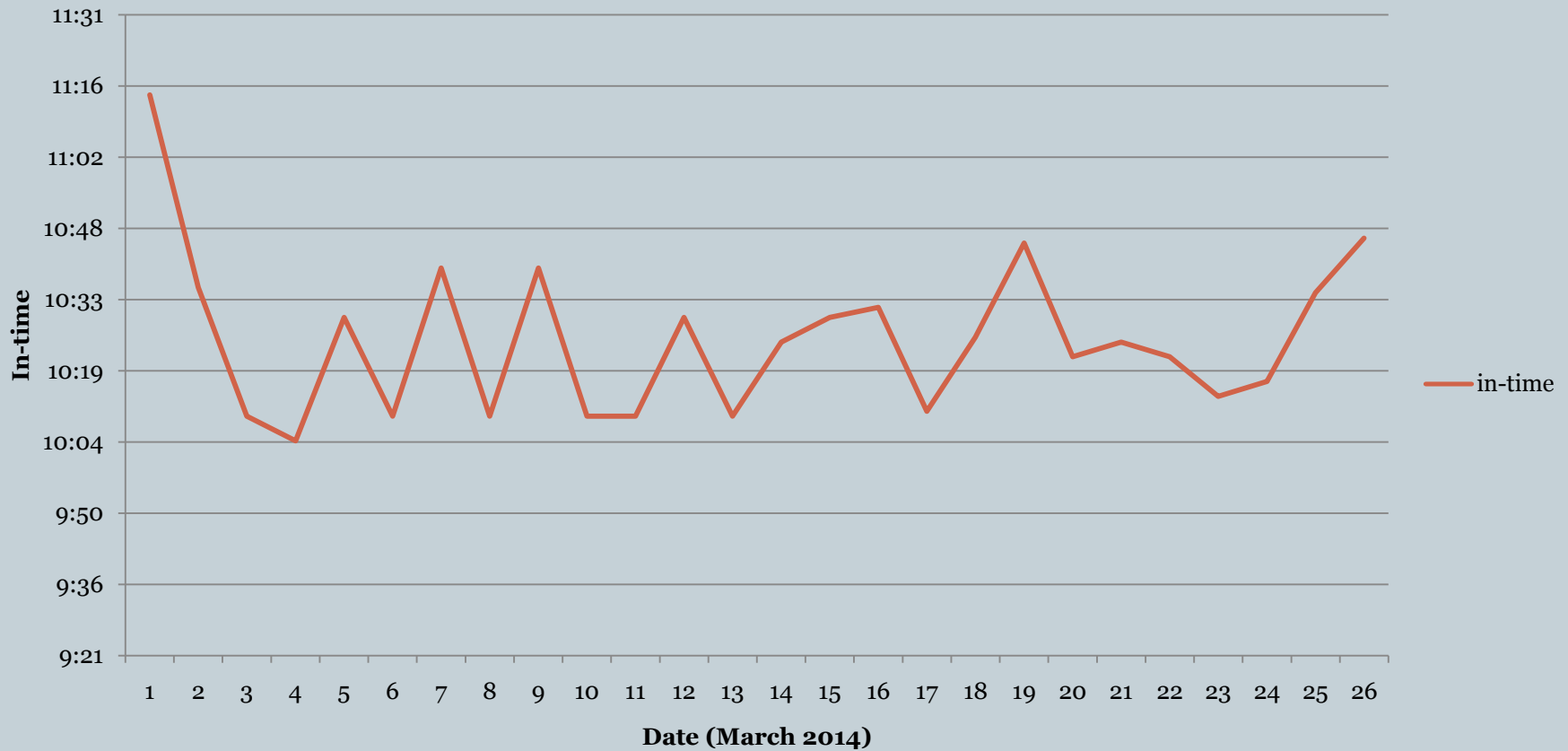


Date	In-time	Right Time	Delay
01-Mar	11:15	10:00	1:15
03-Mar	10:36	10:00	0:36
04-Mar	10:10	10:00	0:10
05-Mar	10:05	10:00	0:05
06-Mar	10:30	10:00	0:30
07-Mar	10:10	10:00	0:10
08-Mar	10:40	10:00	0:40
10-Mar	10:10	10:00	0:10

Delay in Doctor's In-time



Doctor's In-time (Average delay – 21 minutes)



Data Analysis



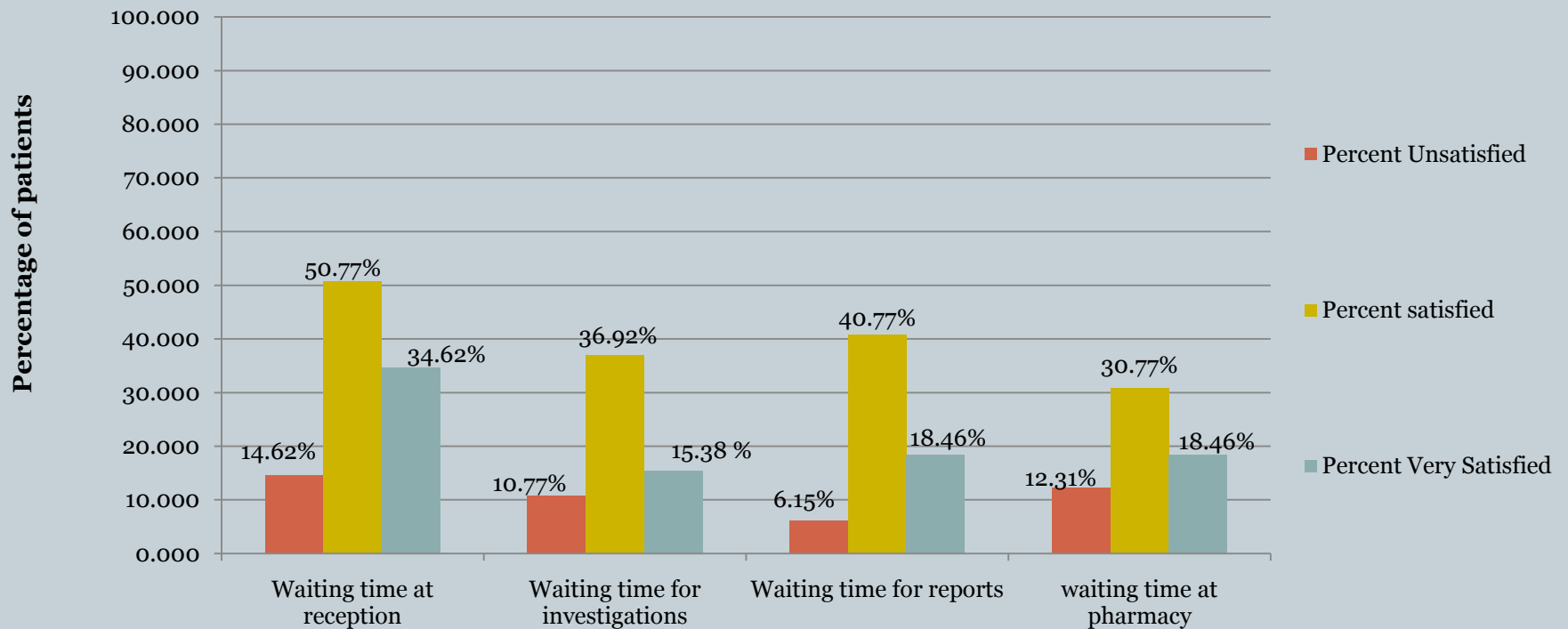
Factor	Inference
Average Delay in Doctor's In- time	21 Minutes
Average Waiting Time	48 Minutes

So it can be said that the delay in doctor's In-time is a major factor in increasing the Average Waiting Time which in turn is the biggest factor causing Patient Dissatisfaction (As shown in next slides)

Other Factors Influencing Waiting Time



Percent distribution of patients feedback regarding waiting time at different areas



More Reasons for Patient Dissatisfaction



- Front Desk Services
- Diagnostic Services
- Pharmacy Services
- Doctor's Consultation
- Miscellaneous Services

Other Observational Findings



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:

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

Major Suggestions



- **Problem:** 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.
 - ✦ 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.
 - ✦ 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.

Major Suggestions



- **Problem:** 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.

More Suggestions



- When a doctor is going to OT, any assistant doctor who can substitute them should be available in the OPD.
- Right information to the right person at right time.
- Guests should be given right information about the availability of the doctor in OPD at 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.

Conclusion



- 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.
- The suggestions given should be able to improve the average waiting time for guests, which will increase patient satisfaction.



THANK YOU