An Analytical Study of Human Resource Planning in Admission and Billing Services of Inpatient Department

Problem Statement

How many numbers of people are required actually to ensure the smooth work flow in Admission and Billing services of Inpatient department at various time slots, compared to present number of staff?

Aim

To analyse and optimise the Human Resource Planning for Admission and Billing services in Inpatient Department at a Multispecialty Hospital.

Objectives

- ✓ To study the admission and billing process.
- ✓ To identify the actual number of employees required in the admission and billing services.
- ✓ To find the work load to human resource ratio in admission and billing department

- ✓ To reduce the waiting time of the patient especially for admission and billing services.
- ✓ To identify and analyze the time required for admission and discharge process.
- ✓ To identify the major causes responsible for delaying in the admission and discharge process.

Manpower Planning ?

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization

Steps in Manpower Planning

- ✓ Analysing the current manpower inventory
- ✓ Making future manpower forecasts
- ✓ Developing employment programmes
- ✓ Design training programmes

Need of Manpower Planning

- Shortage of certain categories of employee
- Advancement of medical science and technology resulting in need for new skills and new categories of employee
- Changes in organization design and structure affecting manpower demand

Challenges in Manpower Planning

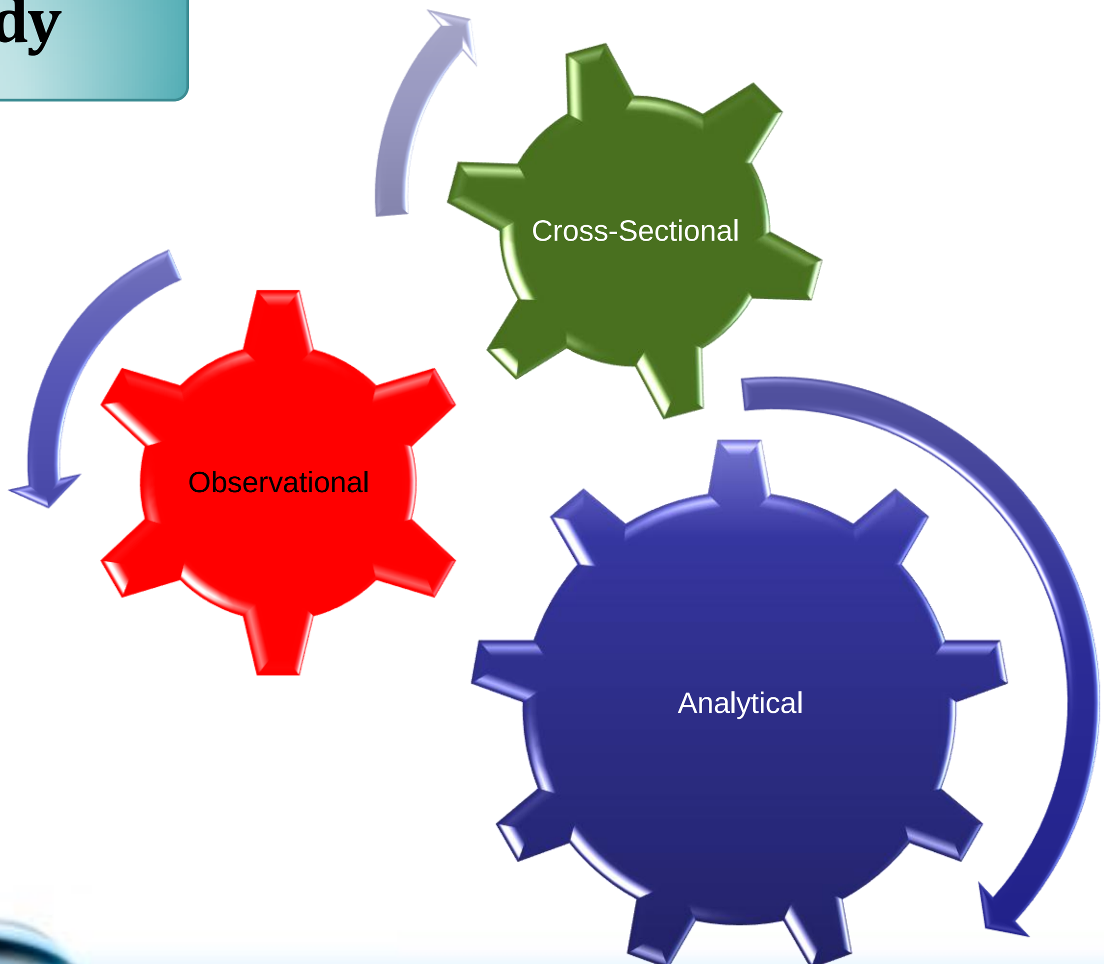
- ❖ Effective utilisation of available Manpower
- ❖ Forcasting for future demand
- ❖ Greater demand for better services at lower costs
- ❖ Introduction of new technologies
- ❖ Restructuring and relocations
- ❖ Changes in work systems and methods

Assumptions

- ✓ *The staff is fully trained and experienced.*
- ✓ *The uniform 87% efficiency per employee.*
- ✓ *The normal operating conditions.*

Methodology

Type of study



Methodology

Subject of study

- ✓ Employees of the Admission and Billing services of Inpatient department

Data Collection Method

- ➢ Primary Data
- ➢ Secondary Data

Data Collection Tools

Observation

Questionnaire

Personnel Interview

Expert Opinion

Admission Analysis

IP Admissions

106

- ✓ Average no of total patients per day

Cash IP Admissions

54

- ✓ Average no of Cash patients per day

Cashless IP Admissions

52

- ✓ Average no of Cashless patients per day

Discharge Analysis

IP Discharges

111

- ✓ Average no of total patients per day

Cash IP Discharges

51

- ✓ Average no of Cash patients per day

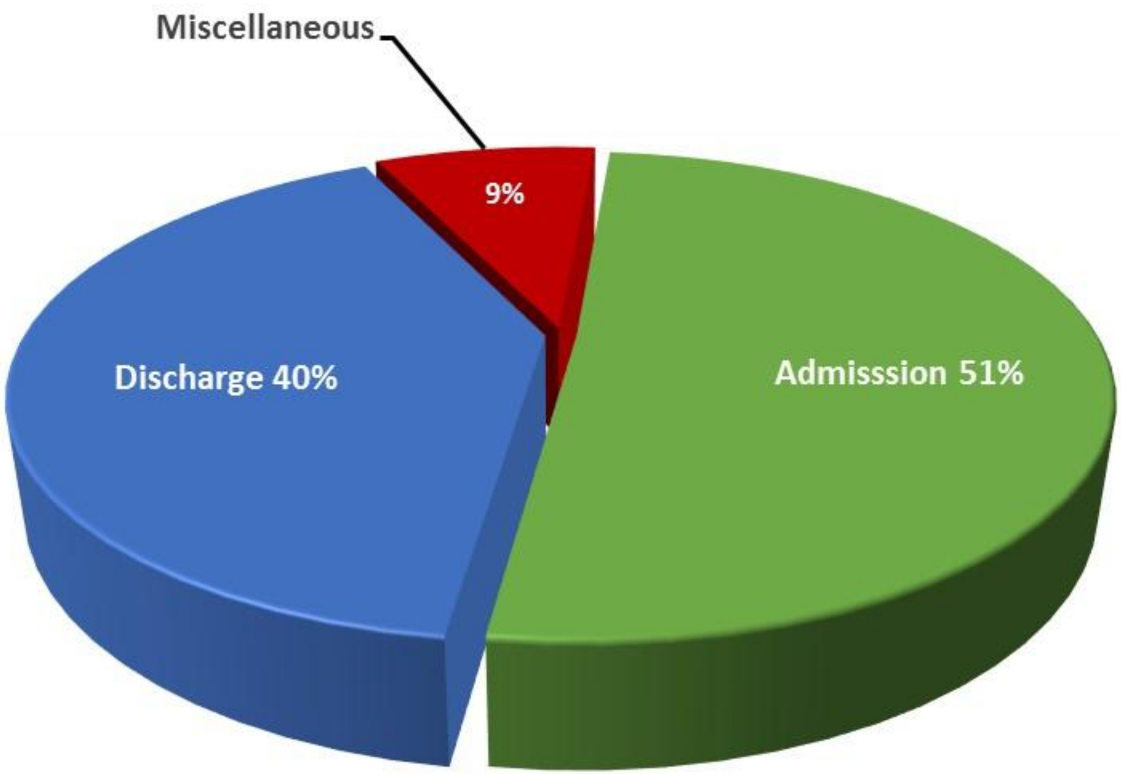
Cashless IP Discharges

60

- ✓ Average no of Cashless patients per day

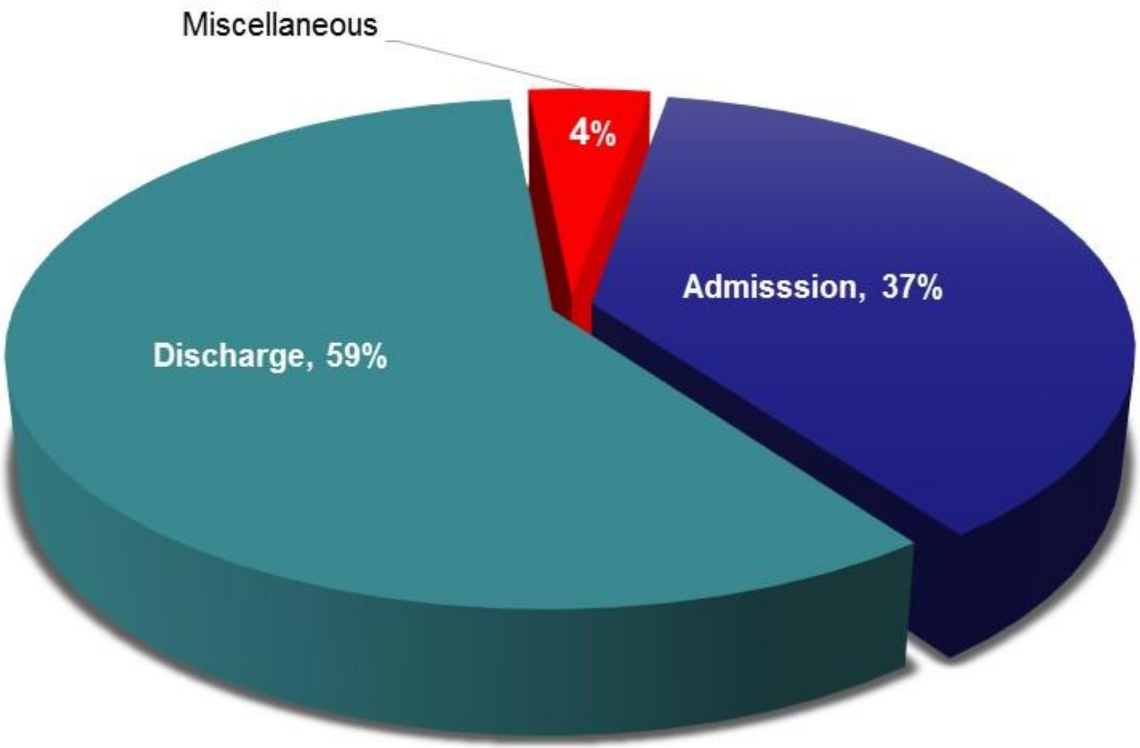
Time Analysis

IP Admissions V/S Discharges

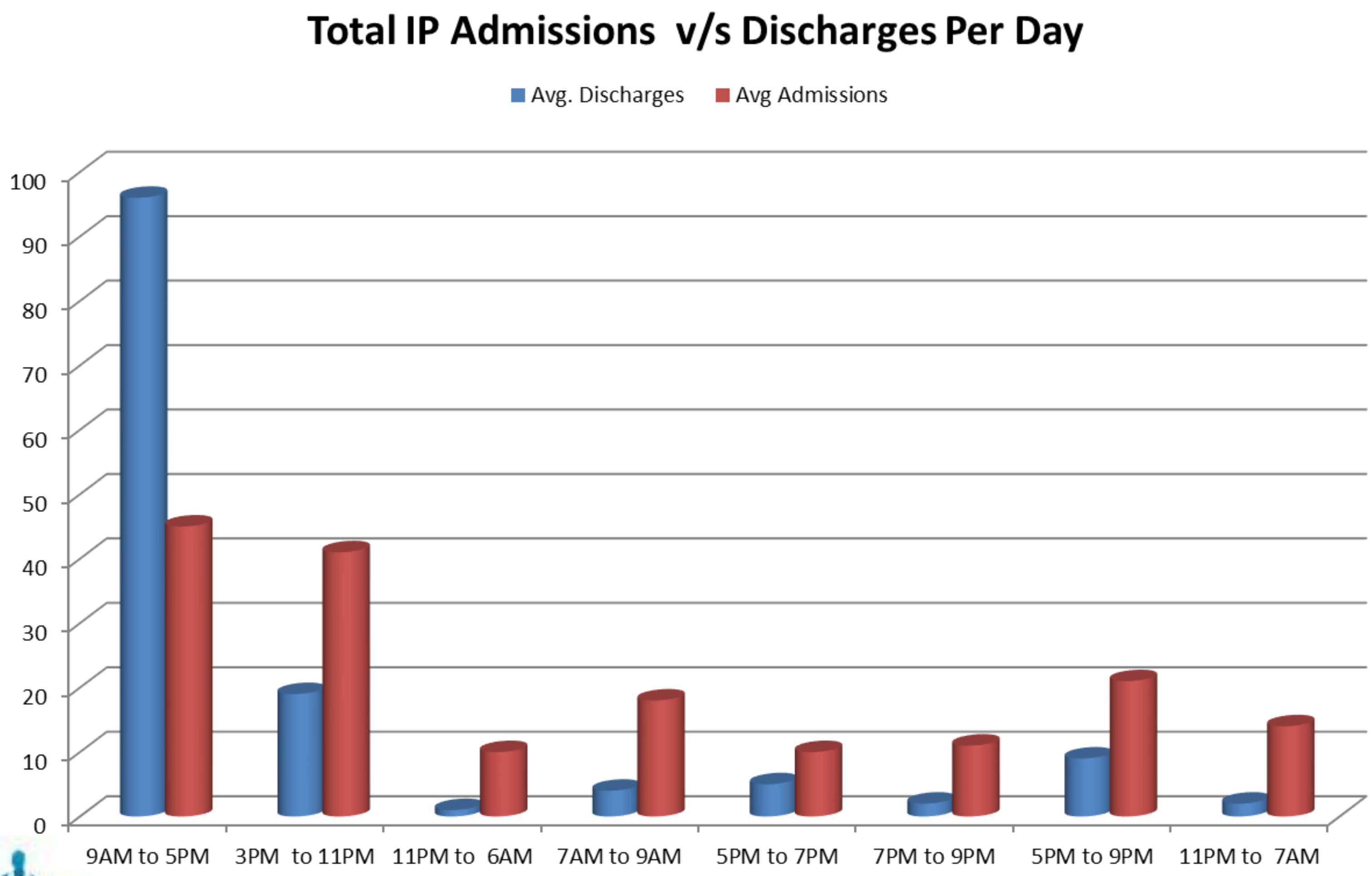


Time Analysis

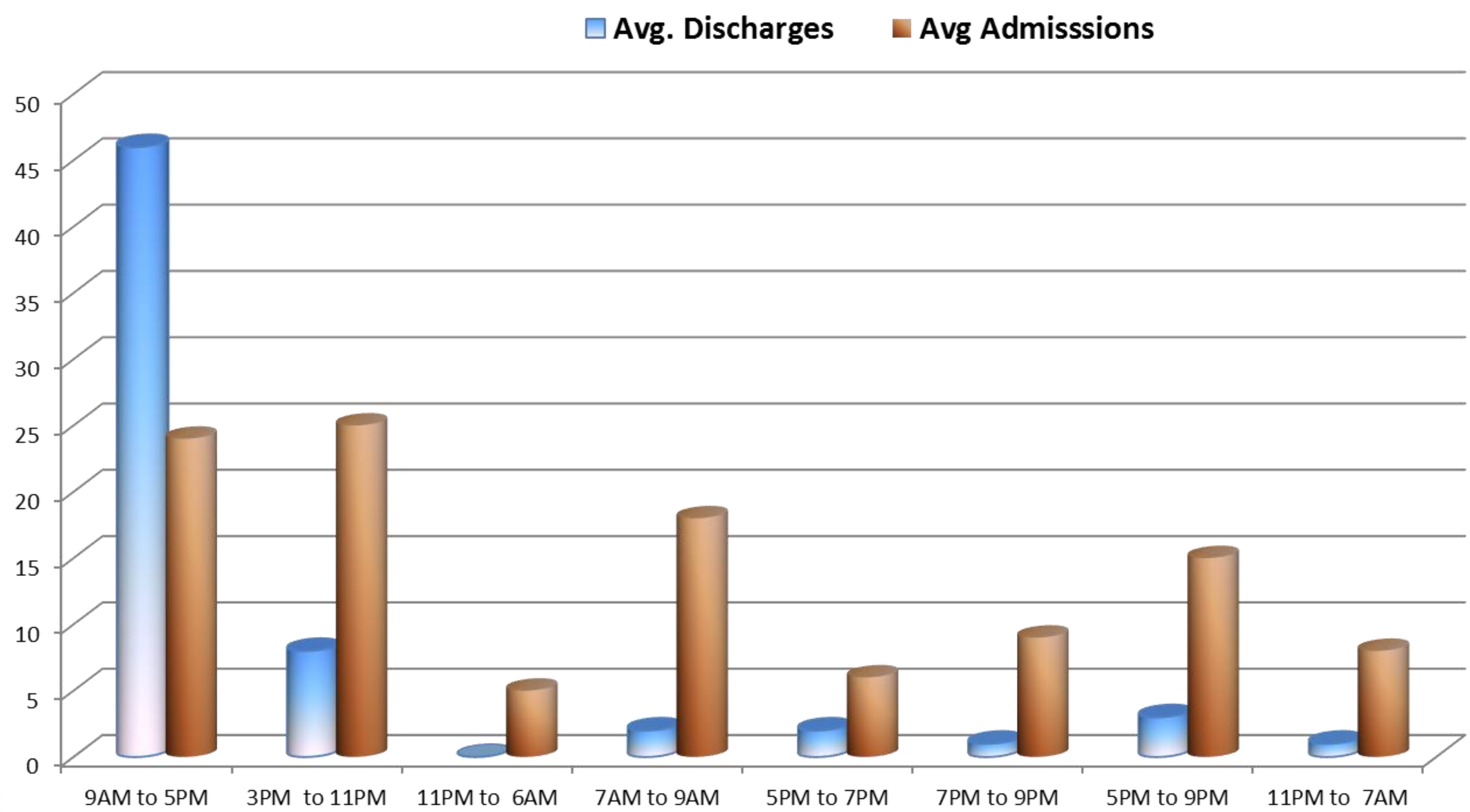
Cashless IP Admissions V/S Discharges



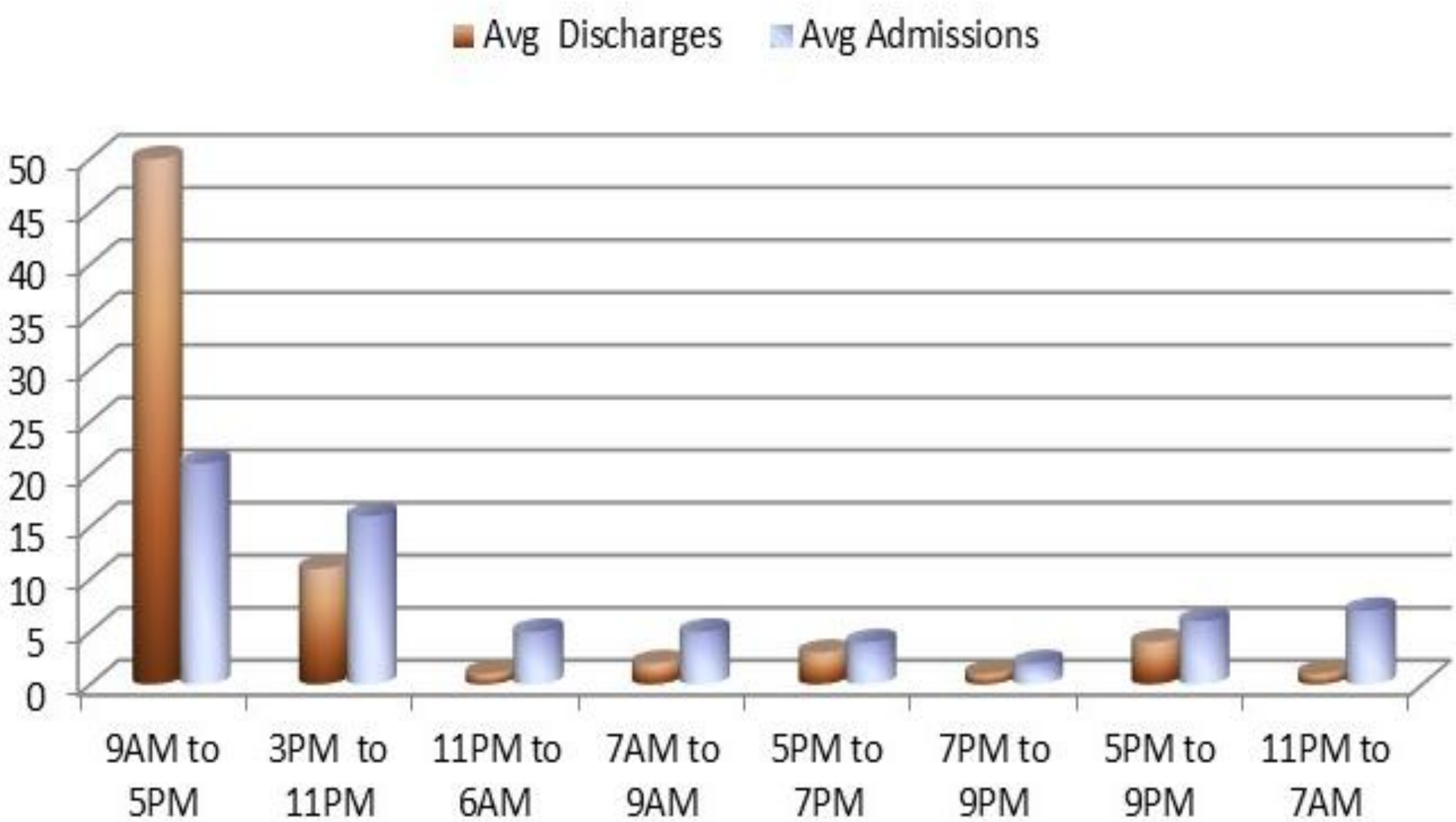
Admission – Discharge Frequency



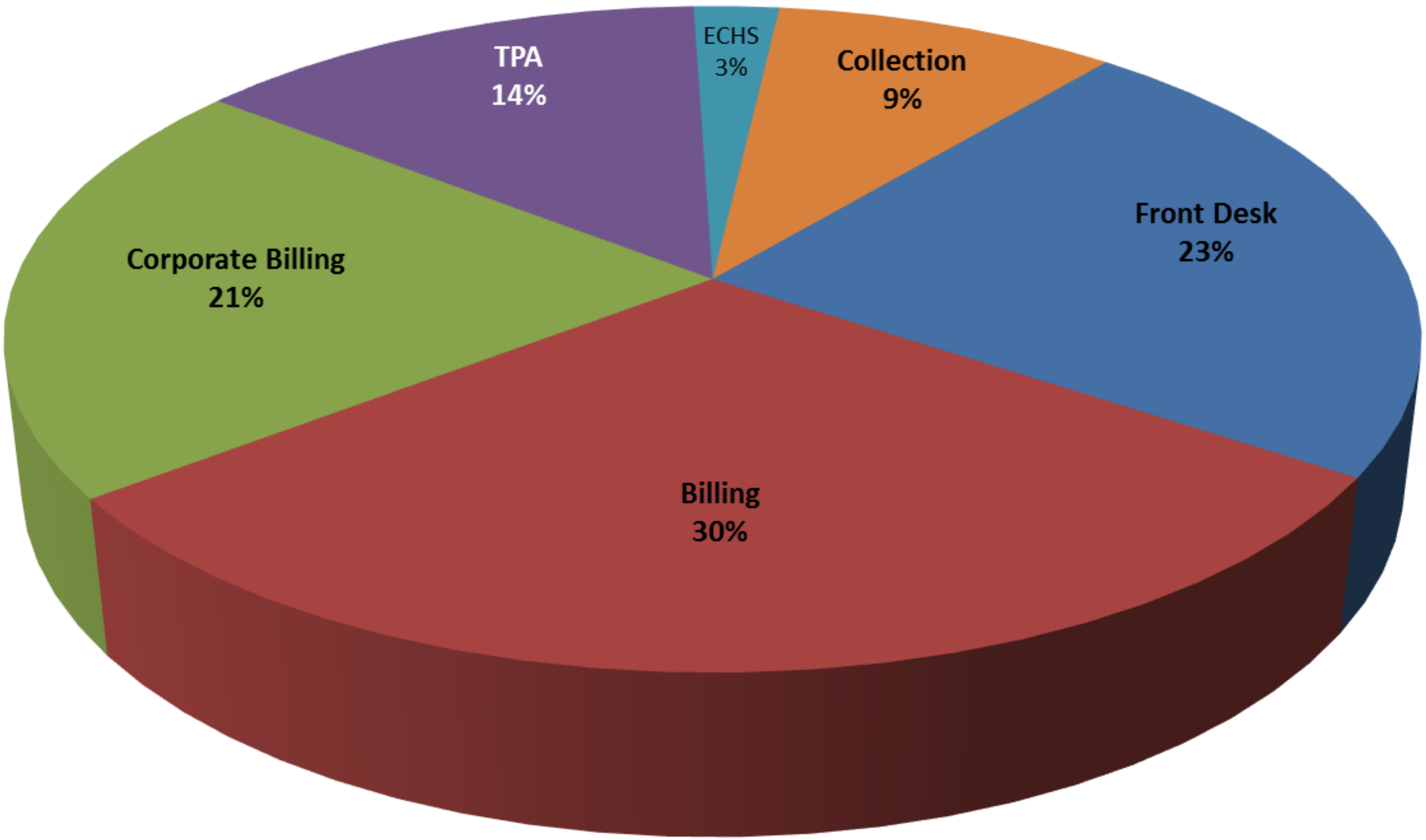
Cashless Admission – Discharge Frequency



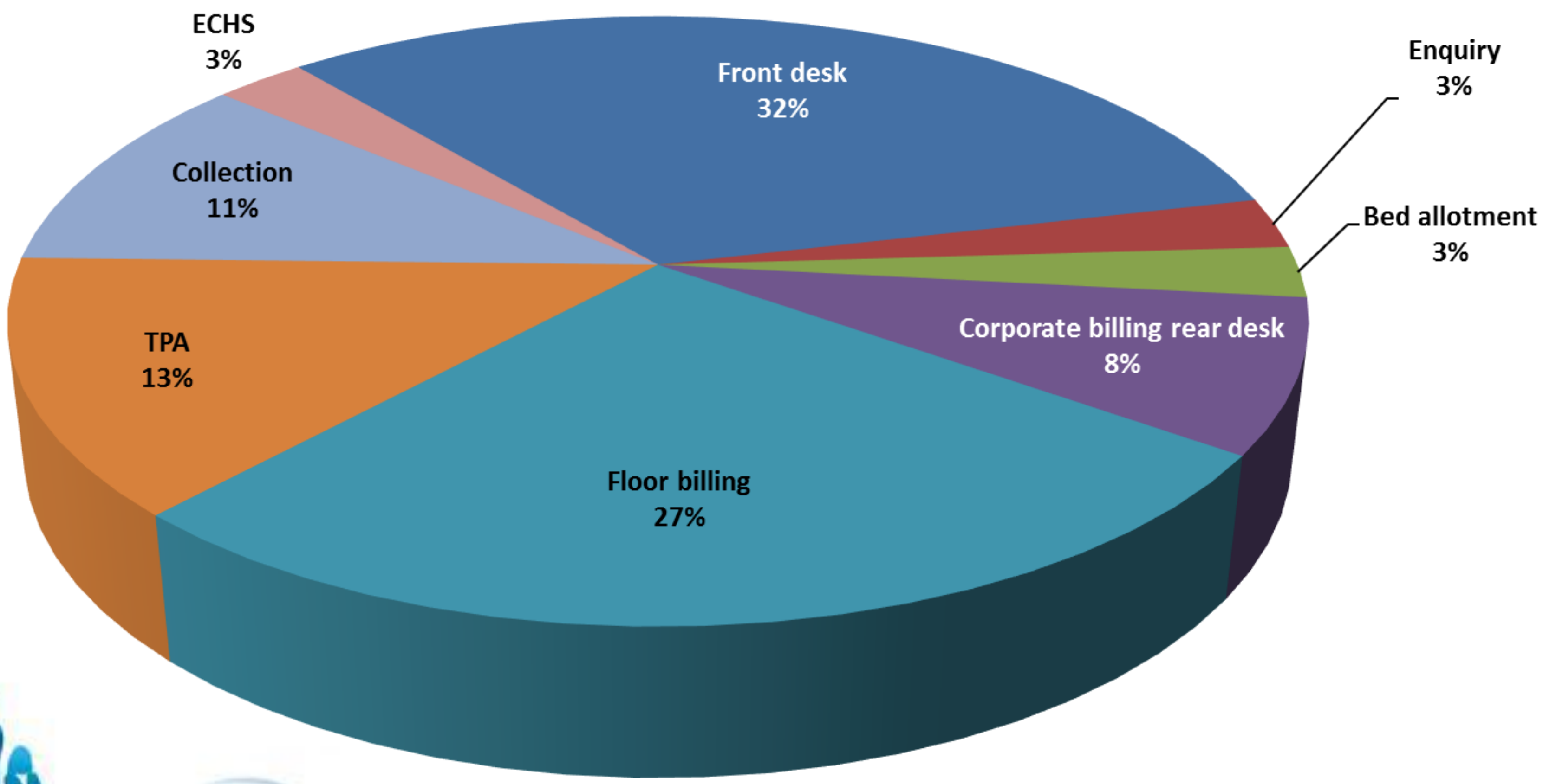
Cash Admission – Discharge Frequency



Present Distribution of Employees



Optimised Distribution of Employees



Major Findings

- Front desk employees are not well trained to perform all the activities regarding cashless admission and billing.
- No optimum utilization of human resource at the front desk.
- Lack of staff at the front desk.
- Excess staff at TPA and Billing desk.
- Need for supporting staff at front desk
- Lack of coordination among various

  TPA departments

Results & Conclusions

- ✓ Approximately 99% of cashless discharges occur between 9AM-5PM.
- ✓ Working efficiency of employees reduces by 10% due to frequent movements.
- ✓ On average basis no cashless discharges are observed between 11PM-6AM.
- ✓ The ratio of cash to cashless admissions 51:49 and for discharges 54:46 is obtained.
- ✓ The total number of employees required is 37,

  on the contrary, to the present staff 43.

Recommendations

- Integration of admission, cashless admission and billing front desks to reduce time and waiting time.
- Provide relevant facilities such as photocopy machine, Fax machine etc. at work station to reduce movement time.
- Increase staff at front desk.
- Entertainment options e.g. T.V., Magazines etc. should be provided for patients/patient’ relatives in the waiting area.


THANK YOU