

A DISSERTATION
on

**UTILIZATION OF WARD SECRETARY & MEDICAL
TRANSCRIPTIONIST IN A MULTI- SUPER SPECIALITY
HOSPITAL**

GUIDED BY

Dr. Shilpi Mishra Sharma
Assistant Professor
IIHMR, Jaipur

PRESENTED BY

Taru Bhandari
PGDHM-17th BATCH
IIHMR, Jaipur

INTRODUCTION



After working with multi- super specialty hospital, few problems were identified related to utilization of manpower that hindered the cyclic process of providing care to patient leading to dissatisfaction among patients

KEY WORDS

- **WARD SECRETARY (WS)**
- **MEDICAL TRANSCRIPTIONIST (MT)**
- **ACTIVITY SHEET**
- **NIGHT BILLING (NB)**
- **IP STAT**

IDENTIFIED PROBLEMS

- Incomplete utilization of ward secretary and medical transcriptionist leading to
 - Delay in discharges due to non-availability of medical transcriptionist
 - Over-lapping of work of ward secretary and floor manager
- Variation in duties performed as compared to mentioned in the job description

RATIONALE

- ❖ Limited literature available specific to utilization of ward secretaries and medical transcriptionists
- ❖ An attempt to study of utilization of MT and WS that would help to know the current existing utilization and overlapping of work of ward secretary with other employees
- ❖ As incomplete utilization of manpower in the hospital leads to duplication of work, patient dissatisfaction, employee dissatisfaction and loss of revenue for the hospital as well

OBJECTIVES

- To study the existing job description of the ward secretary and medical transcriptionist
- To study and analyze the current activities performed by the ward secretary and medical transcriptionist
- To compare the standards set by hospital with the time taken by ward secretary and medical transcriptionist to perform those activities
- To recommend measures for utilization of MT & WS and implement them

METHODOLOGY

❖ STUDY DESIGN

- Descriptive & Exploratory

❖ STUDY AREA

- All the in-patient departments of Medanta, The Medicity
(Exclusion Criteria: Emergency, ICU's & OPD)

❖ TIME PERIOD

- 20th February' 14 to 20th April' 14

METHODOLOGY Cont'd...

❖ STUDY RESPONDENTS

- Floor Managers
- Ward Secretaries
- Medical Transcriptionists

Exclusion criteria

- Ward secretary and medical transcriptionist posted in the OPD, emergency and ICUs.
- Ward secretary and medical transcriptionist on evening and night shifts

❖ SAMPLING PROCEDURE/ SAMPLE SIZE

- Convenient Sampling
- All the ward secretaries and medical transcriptionists in the IPD

METHODOLOGY Cont'd...

❖ DATA COLLECTION (Techniques & Tools)

PRIMARY DATA

Respondents	Technique	Tools	Rationale
QUALITATIVE DATA • Floor Managers	Self administered - survey	Semi-structured Questionnaire	To get an overview of the work done by MT & WS and areas where there is no WS/MT.
QUANTITATIVE DATA • Floor Managers • Ward Secretary • Medical Transcriptionist	In-depth interview	Semi-structured Questionnaire	To get an insight about the proportion of work
	Observation (Shadowing)	Checklist prepared from the job description & activity time sheet	To make a detailed list of work done by MT & WS and time taken by them to perform those activities

DATA ANALYSIS APPROACH

TIME ALLOCATION APPROACH

- The same person working as ward secretary and medical transcriptionist on any floor has been allocated half the time as ward secretary and rest as medical transcriptionist.

WORK ALLOCATION APPROACH

FOR WARD SECRETARY

- Out of the total number of discharges in a day, two (2) activity sheets have already been sent at night (Night Billing)

FOR MEDICAL TRANSCRIPTIONIST

- On any given day:

(The number of summaries prepared by MT = Total number of discharges – 3)

- “3” summaries are assumed (as per findings by observation) to be prepared either in evening or at night in case the discharged is announced late or a NIGHT BILLING.

METHODOLOGY Cont'd...

❖ DATA ANALYSIS

- Uni-variate analysis
- Descriptive statistics

ANALYSIS & RESULTS

FLOOR WISE UTILIZATION (WS)

FLOOR	WARD SECRETARY (mins)	MAXIMUM TIME (mins)	UTILIZATION (%)
3 rd	116	230	50.4
5 th	252	460	54.7
6 th	183	460	39.7
7 th	170	460	36.9
8 th A & 8 th B	274	460	59.5
9 th A	99	460	21.5
10 th A	140	230	60.8
10 th B	200	460	43.4
11 th A & 11 th B	288	460	62.6
12 th A & 12 th B	242	460	52.6
14 th & 15 th	170	230	73.9

48.8 %

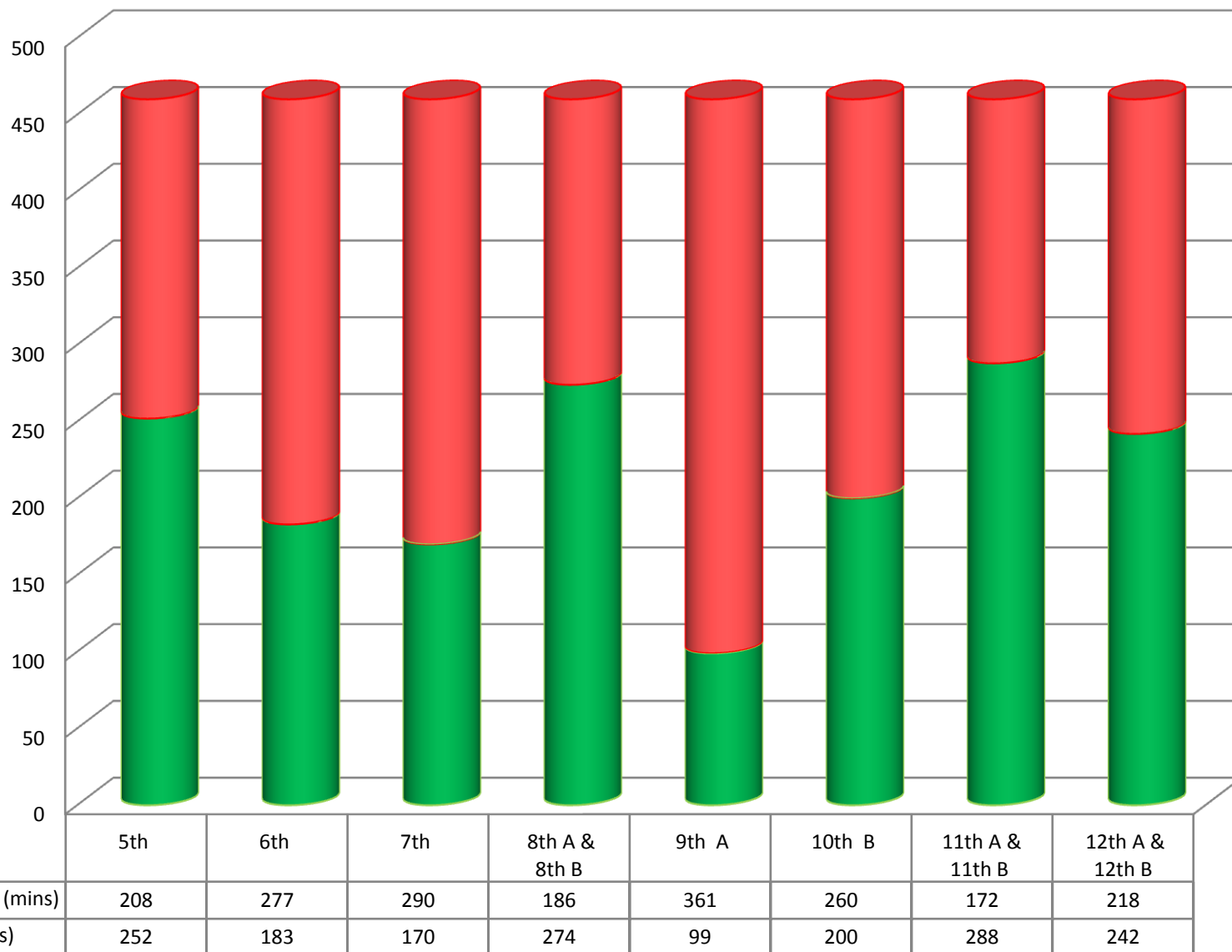
* 9th B-WING was excluded while calculating the utilization as there is no ward secretary on this floor

FLOOR WISE UTILIZATION (MT)

FLOOR	MEDICAL TRANSCRIPTIONIST (mins)	MAXIMUM TIME (mins)	UTILIZATION (%)
3 rd	220	230	95.6
5 th	284	460	61.7
6 th	330	460	71.7
7 th	290	460	63.4
8 th A	370	460	80.4
8 th B	420	460	91.3
9 th A	220	460	47.8
9 th B	280	460	60.8
10 th A	280	230	121
10 th B	200	460	43.4
11 th A & 11 th B	360	460	78.3
12 th A	400	460	86.9
12 th B	210	460	45.6
14 th & 15 th	200	230	86.9

73.6 %

WARD SECRETARY UTILIZATION

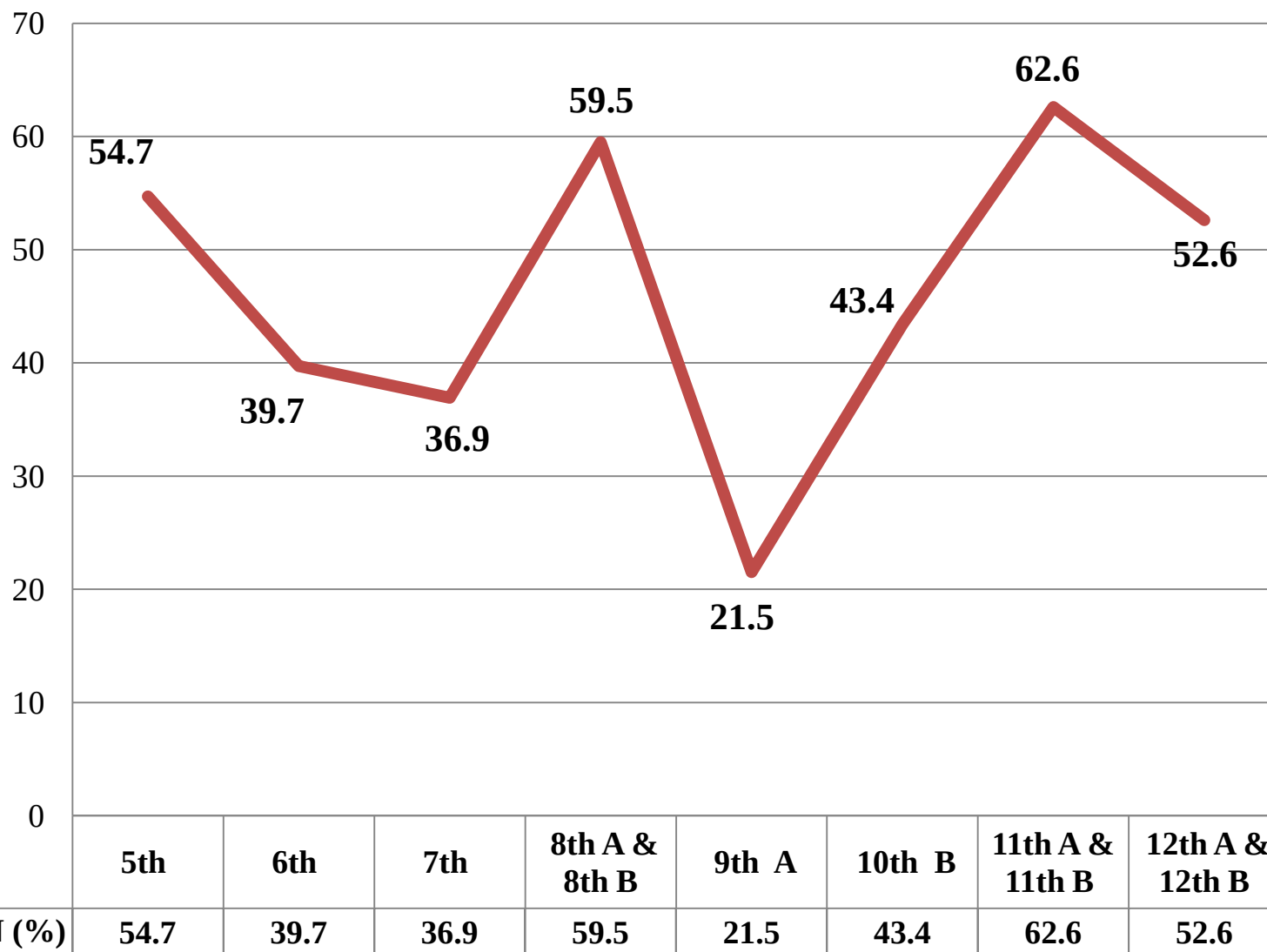


MEDICAL TRANSCRIPTIONIST UTILIZATION



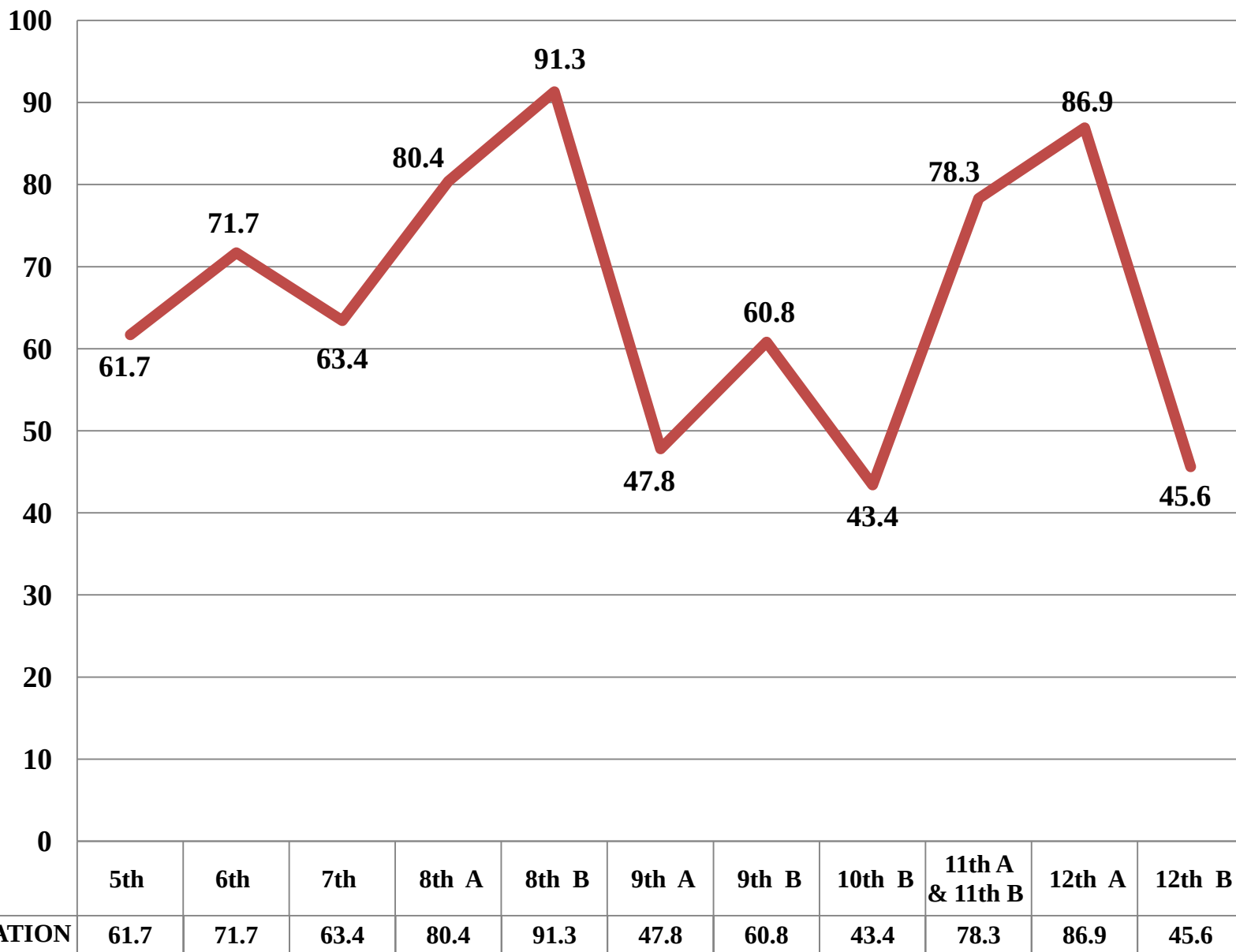
TIME NOT UTILIZED (mins)	176	130	170	90	40	240	180	260	100	60	250
TIME UTILIZED (mins)	284	330	290	370	420	220	280	200	360	400	210

WARD SECRETARY UTILIZATION (%)

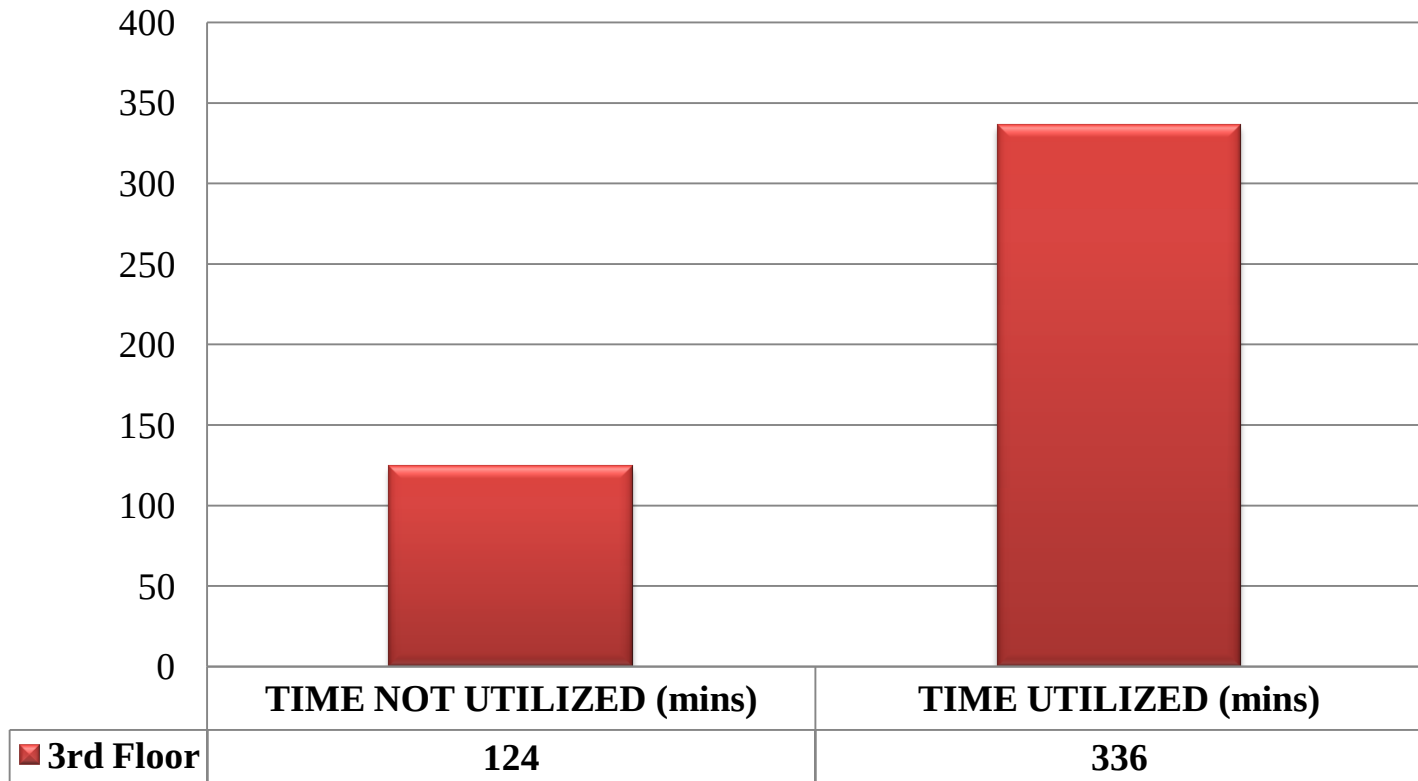


— UTILIZATION (%)

MEDICAL TRANSCRIPTIONIST UTILIZATION (%)



UTILIZATION OF WS & MT



Despite the fact that a single person is performing the work of WS & MT , the time not utilized exceeds 2 hrs (124mins).

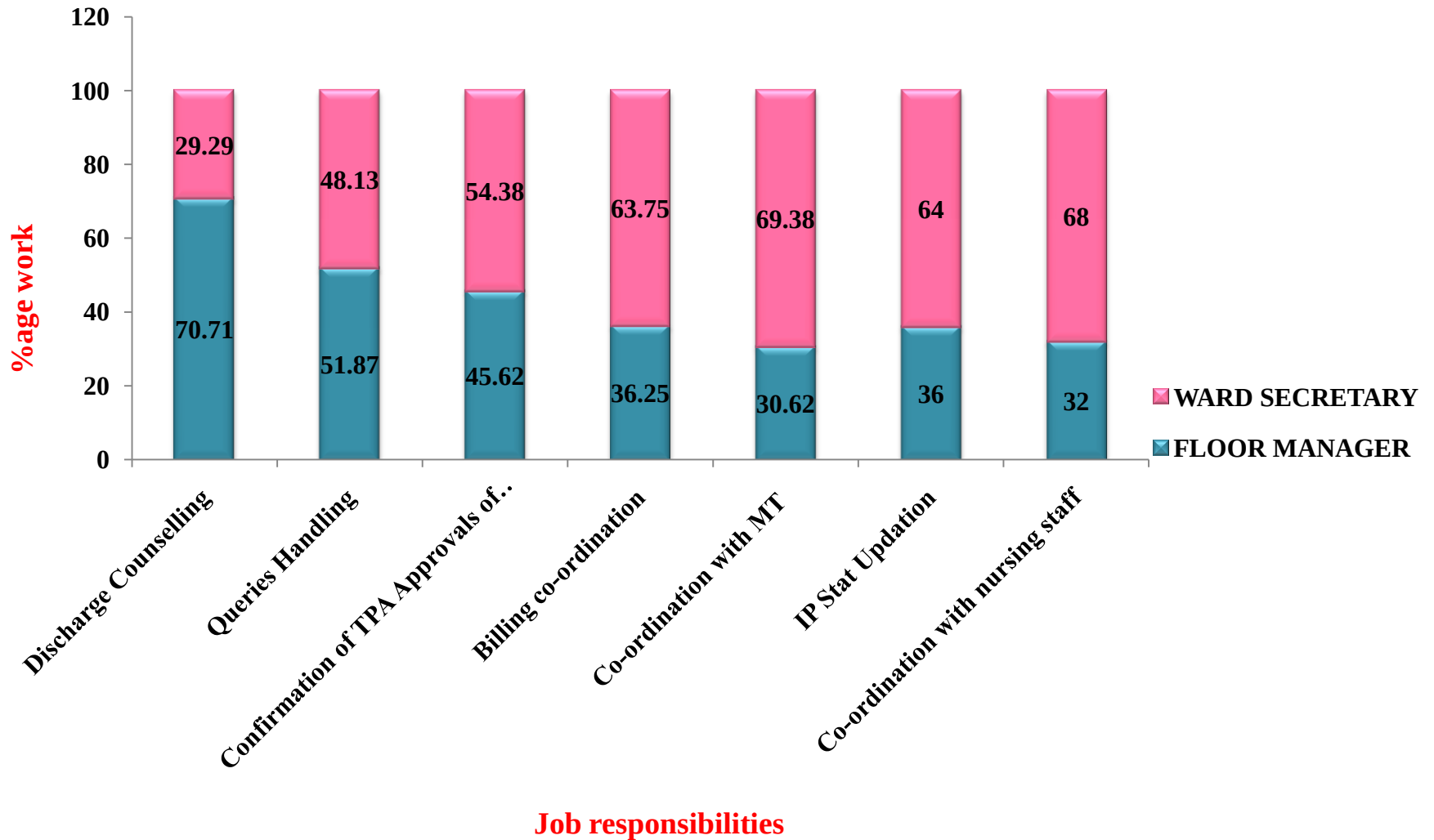
UTILIZATION OF WS & MT

➤ A single person performs 4 jobs

Floor	WS	MT
14 th	85 mins	115mins
15 th	85 mins	115mins
Total	170 mins	230 mins

400 mins

OVERLAPPING OF WORK



S.No	Question	Yes / No	Comments/ Suggestions
1	Assigned Ward Secretary		
2	Do you get any prior information of who would look after his/her duties during his/her absence?		Same day information by 9:30 am
DISCHARGE RELATED ACTIVITIES			
3	Co-ordinates with the nursing staff regarding medicine return & indent before sending the final activity for unplanned discharges		
4	Sends the final discharge activity sheet to the billing department after entering into the HIS		
5	Checks & collects all reports & films of TPA patients and send it to TPA desk on daily basis		Floor Manager also does it
6	Follows up with the billing department & informs the family when the bill is ready		Floor Manager also does it
7	Counsels the patients & attendants a day prior to discharge and at the day discharge regarding the complete discharge process and shifting to lounge		Floor Manager does it
8	Solves billing related queries of the patient's family before or at the time of discharge of the patient		Floor Manager does it
9	Updates the IP Stat daily		Floor Manager also does it
10	Co-ordinates with the Medical Transcriptionist regarding the discharge summary preparation		Floor Manager does it

EXAMPLES

DELAY IN DISCHARGES

Specialty	Floor	Discharge confirmation	File for summary (Receiving time)	Summary completion time	Patient discharge time
Orthopedics	6 th	11:00 AM	11:13 AM	11:45 AM	01:30 PM
	5 th	11: 05AM	11:38 PM	12:40 PM	02:39 PM

Specialty	Floor	Discharge confirmation	File for summary (Receiving time)	Summary completion time	Patient discharge time
Internal Medicine	5 th	09:15AM	09:23 AM	10:15 AM	11:20PM
	6 th	08:45AM	09:40 PM	11:13 PM	12:00 MD

Specialty	Floor	Discharge confirmation	File for summary (Receiving time)	Summary completion time	Patient discharge time
Internal Medicine	5 th	09:15AM	09:23 AM	10:15 AM	11:20 PM
	6 th	08:45AM	09:40 PM	11:13 PM	12:00 MD
Gastro	5 th	10:30 AM	11:18 AM	12:13PM	01:00 PM
	11 th	09:15 AM	09:23AM	10:25 AM	11:15 AM

40 mins delay in discharge

Approx. 2 hrs delay

INFERENCE

➤ **Utilization of WS in IPDs :**

48.8% (under-utilized by 41.2 %)

➤ **Overall utilization of MT in IPDs :**

73.6% (under- utilized by 16.4%)

➤ Approx. 50% of the floors did not have dedicated WSs & MTs

➤ Approx. 58.3% of the activities (as per the job description) of WS are being performed by the floor managers

RECOMMENDATIONS

WARD SECRETARY

- Accountability , responsibility and role in discharge process should be enhanced
- Regular monitoring of the radiology orders in HIS to smoothen the processes at the time of discharge
- Responsibility of entering the daily progress notes and diagnosis of the patient into the HIS as found is not being performed, should be done by them.
- Regular checks by the floor manager to monitor the work of ward secretaries

RECOMMENDATIONS Cont'd...

MEDICAL TRANSCRIPTIONIST

- Discharge summaries of planned discharges (TPA patients) should be prepared and finalized a day prior to avoid unnecessary delay in approvals at the time of discharge
- Initial assessment of the new admissions to be filled in the HIS daily
- Training need assessment should be done and accordingly training should be provided to the MT's so that repeated checks of the discharge summary can be avoided, thereby reducing the discharge time and increasing patient satisfaction

GENERAL

- Allocation of work of ward secretary in 9th B-Wing to the ward secretary of 9th A-wing
- On the job training of the ward secretary and medical transcriptionist to improve utilization as per set standards (80%)
- The summaries of all the discharge patients per day should be made by the medical transcriptionist on the floor to avoid unnecessary movement of people and files across the hospital
- Job- rotation

CONCLUSION

❖ Utilization of manpower as per set standards would lead to:

- Increased patient satisfaction (Discharge time Reduction)
- Reduction in overlapping of work
- Increased employee satisfaction
- Loss of revenue for the hospital as well



thank
YOU