

- Causes of discharge delays and impact of the delayed Turn Around Time
- Patient experience audit in Out Patient Department

BRIEF HISTORY :

CK Birla Group is a fast-growing \$2.4 billion, diversified conglomerate with a myriad of interests across Healthcare, Education, Automotive, Technology, Home and Building industry clusters.

- Known for its long-standing partnerships, trust-based relationships and philanthropy, the group has built a rich heritage of over 150 years.
- Birla Group Founded by Seth Shiv Narain Birla in 1862.
- Birla Institute Of Technology established in 1955.
- CMRI established in 1969.
- BM Birla Heart Research Centre established in 1989.
- Rukmani Birla Hospital established in 2016.
- CKBH Gurgaon established in 2017 and received NABH accreditation in 2018.
- Launched CK Birla Hospital In Punjabi Bagh, Delhi in 2021.

VISION, MISSION AND PROPOSITIONS :

Vision : Aspire to transform the future of healthcare through outstanding clinical outcomes, research, education and compassionate care.

Mission : Committed to bringing global standards of clinical expertise and care to patients and their families.

Propositions :

- Deliver global standards of clinical quality.
- A promise of service excellence
- Integrity in healthcare delivery

Facilities :

- 1) CKB Hospital, Gurugram
- 2) CKB Hospital, Delhi
- 3) CKB | RBH, Jaipur

ORGANIZATIONAL STRUCTURE OF CK BIRLA HOSPITAL :

UNIT HEAD

Manager-Pharmacy,stores and Procurement

Nursing Superintendent

Manager- Branding

Medical Superintendent

DGM- Operations

DGM- Sales

Senior Manager- Finance

DGM- HR

CAUSES OF DISCHARGE DELAYS

- Medical complications
- Pending test results
- Coordination with specialists
- Administrative procedures
- Pending discharge summary

IMPACT OF DISCHARGE DELAYS

- Increased patient dissatisfaction
- Longer length of stay
- Risk of hospital acquired infections
- Negative Feedback

LEARNING AND VALUE ADDITIONS :

Theoretical Understanding :

- Delays in Discharge Turn Around Time (TAT) of patients in the hospital.
- Discharge TAT is defined as the time period between a patient being deemed ready for discharge and the actual process of discharge completion.
- Timely discharge improves patient flows, reduces wait times and optimizes bed utilization.
- Discharge within the set TAT contributes to patient satisfaction, reduce healthcare costs, and enhances overall operational efficiency.

Practical Knowledge :

- Present causes of delay in discharge process involves administrative delays such as delay in paperwork, insurance verification and documentation.
- Care coordination challenges : difficulties in arranging follow up care, transportation and home health services.
- Bed-availability
- Impact of delays includes (a) increased patient dissatisfaction (b) longer length of stay leading to higher healthcare costs (c) risk of hospital acquired infections due to extended stay in hospital.
- Discharge TAT tracker created on excel sheet
- Google review rating from opd and ipd patients
- Front Desk Observation and HIS
- Billing Procedure for Cash/TPA/insurance
- Patient feedback collection from IPD as well as OPD patients
- Escalating patient complaints and resolving issues
- To push the nursing, billing and TPA to initiate the process as quickly as possible
- Food and Beverages audit
- Patient experience audit in Out Patient Department

Patients Name	Discharge in mins	Room checkout time	Standard discharge tat in minutes
Mrs Zulfaron Gavhkar	178	11:58pm	180
Mr Nathaniel Tennie Blama Sr.	371	3:11pm	180
Mrs Karishma Gulati	194	12:12pm	180
Mrs Mudita Dawvedi	383	3:23pm	180
Mrs Kavita Yadav	196	12:16pm	180
Mrs Divya Indral	331	2:31pm	180
Mrs Priyanka Kumari	251	1:10pm	180
Mrs Garima Suri Dogra	180	12pm	180
Master Evansh Choudhary	464	4:44pm	180
Mrs Krishna Choudhary	180	12pm	180
Mrs Vandana	293	1:53pm	180
Mr Abhishek Mishra	210	12:30pm	180
Mrs Alka Kumar	300	2pm	180
Mrs Sneh Surbhi	354	2:54pm	180
Mrs Ashok Kumari	241	1:01pm	180
Mrs Sarita	293	1:53pm	180
Mr Prashant Pathak	370	3:10pm	180
Mrs Sushila	95(cash)	10:35am	90
Mr Shyam Sakha	325	2:25pm	180
Mr Ankur Popat	95(cash)	10:35am	90
Mrs Sweta Singh	240	1pm	180
Sudesh Jain	352	02:52pm	180
Nitin Gupta	175	11:55am	180
Ashutosh	174	11:54am	180
Golu Sharma	440	04:20pm	180
Sonali Sahu	243	01:03pm	180
Tina Tyagi	244	01:04pm	180
Vrinda Aggarwal	388	03:28PM	180
Mrs RESNI	180	12pm	180
Mrs Santa Devi	180	12pm	180
Dr Neha Gupta	170	11:50am	180
Mrs NISHA	170	11:50am	180
Mrs CHANDRANI SHAH	160	11:40am	180
Mr NODIR ZUFAROV	180	12pm	180
Mrs Usha Bhatia	180	12pm	180
Mrs Jayanthi Gurumurthy	180	12pm	180
Mrs NICHHA KAPOOR	180	12pm	180
Mrs Mukti Rawat	180	12pm	180
Mrs VERSHA KAPOOR	180	12pm	180
Mrs soni pariyar	180	12pm	180
Chander Prabha Arora	369	3:09 PM	180
LOVELY CHAUHAN	369	3:09 PM	180
Urvil Kumar	371	3:11 PM	180
MO TARIKUL ISLAM	410	3:50 PM	180
KARANVIR CHAUDHARY	434	4:34 PM	180
Vansh	435	4:15 PM	180
Mahasweta Das	469	4:49 PM	180
SAWAN YASEEN MUSTAFA	477	4:57 PM	180
Ashankha Malhotra	345	2:45 PM	180
DEWAN AGGARWAL	368	3:08 PM	180
Vinod Sharma	433	4:13 PM	180
Monika Vyas	453	4:53 PM	180
Danya Vashishev	467	4:47 PM	180
Vrzi Upadhyay	467	4:47 PM	180
Advait Chadha	46(cash)	9:46 AM	90
SUDHOSH SATISH BHORE	143	11:21 AM	180
ABHIT	227	12:47 PM	180
Anisha Sachdeva	283	1:43 PM	180
SWARUP KISHOR DEBNATH	292	1:52 PM	180
KRISHNA	294	1:54 PM	180
Vatinder Goyal	294	1:54 PM	180
RAJ KUMARI	299	1:59 PM	180
Shahzeen Javed	132	11:12 AM	180
Yash Indav	194	12:14 PM	180
Krishna Kumari Verma	211	12:21 PM	180
Puja Vasudeva Dutta	249	1:09 PM	180
Sushil Kumar Thakral	259	1:19 PM	180
Pravishoo	271	1:31 PM	180
Reshita Nain	273	1:33 PM	180
JOITI SACHDEVIA	273	1:33 PM	180
Azad Ali	30	9:30pm	180
Princy Baheti	213	12:13pm	180
Chander Varsh	233	12:53pm	180
Vishakha Kejriwal	235	12:55pm	180
Pireeti Godiyal	256	1:16 PM	180
Pragati Sankla	147	11:27 AM	180
KRISHNA	171	11:51 AM	180
PRITYANKA MONDAL	201	12:21 PM	180
SAROJ JAIN	218	12:38 PM	180
Ruchi Khandewal	153	11:53 AM	180
Ajit Surgh	164	11:44 AM	180
Arhant Kaul	188	12:08 PM	180
Arun Kumar	26(cash)	9:26 AM	90
PALLAVI SAKIA FARWELL	159	11:59 AM	180
PREETIKA CHOPRA	170	11:50 AM	180
Sarish Chadha	177	11:57 AM	180
LITISONI	178	11:58 AM	180
Aashu Anuja	197	12:17 PM	180

Table 01- Data for discharge TAT

SWOT ANALYSIS AND TOWS MATRIX

	Strengths (S)	Weakness (W)
	• strong brand name • niche patient base • excellent location • efficient discharge team • specialized healthcare and skilled professionals	• longer patient wait times for OPD patients • limited number of beds leads to crowding during peak days. • missing out on Ophthalmology Department
Opportunities (O)	SO * expand capacity and add specialized departments * strengthen collaborations with other healthcare providers	WO * develop marketing campaigns to raise awareness * form strategic partnerships with insurance companies
Threats (T)	ST * enhance marketing and brand awareness to differentiate from competitors and mitigate the threat of intense competition. * improve cost management and operational efficiency to address economic uncertainties and rising costs	WT * focus on cost optimization to mitigate the impact of economic uncertainties and rising costs * collaborate with other hospitals or clinics to offer a wider range of specialized services

CHALLENGES FACED DURING INTERNSHIP :

- **Hierarchy and Team Dynamics**
- **Emotional and Mental Resilience**
- **Time Management**
- **Learning Curve**
- **Limited Experience**
- **Communication and Collaboration**
- **Adapting to New Technologies**

LEARNINGS DURING INTERNSHIP :

- **Understanding Hospital Operations**
- **Process Improvement**
- **Compliance and Safety**
- **Collaboration and Teamwork**
- **Problem-Solving and Decision-Making**
- **Professional Etiquette and Communication**
- **Industry Exposure**

USEFULNESS OF INTERNSHIP

- **Practical Experience**
- **Industry Exposure**
- **Networking Opportunities**
- **Skill Development**
- **Resume Enhancement**
- **Personal and Professional Growth**

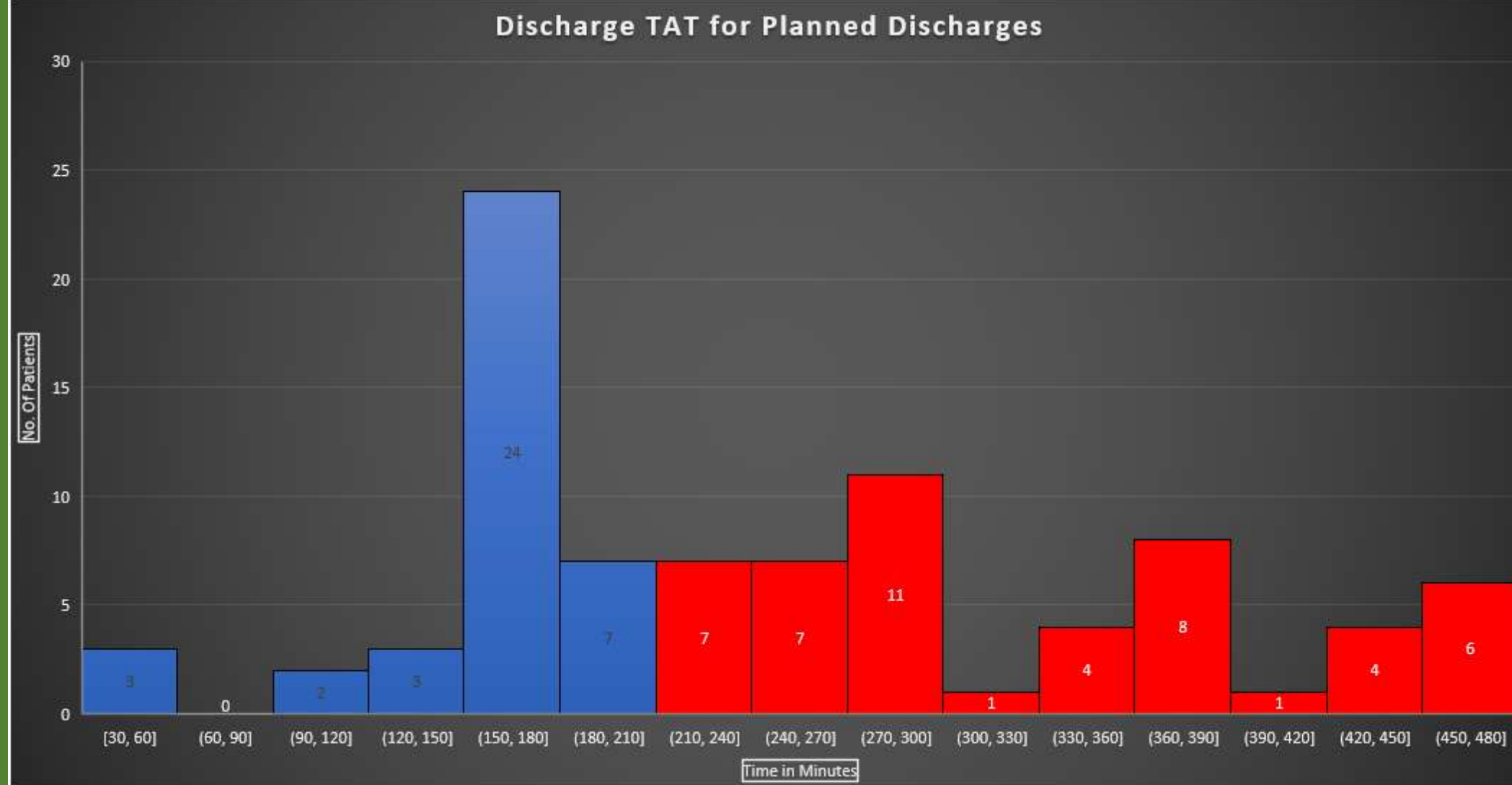


Figure 01: The above histogram depicts the number of patients and the time taken for discharge measured from MFD to Room Checkout.

SUGGESTIONS

- To provide feedback scanner on the back side of tent card in patient ward in order to provide hassle free feedback option.
- To make sure that all the patients are marked for discharge before 9am and the discharge summary to be verified before the MFD to reduce the discharge TAT.
- To make it mandatory that the draft invoice should be sent to the patient prior to the discharge date.
- In case of OPD patients, the ones with the online appointment booking should have a separate or priority queue to reduce longer waiting times even after prior booking.
- The valet parking team should be more efficient in estimating time required to bring back the car of patients in order to create hassle free and less chaotic process to increase end to end patient satisfaction.



Picture 01- Report Presentation at Corporate Office on 30th June 2023

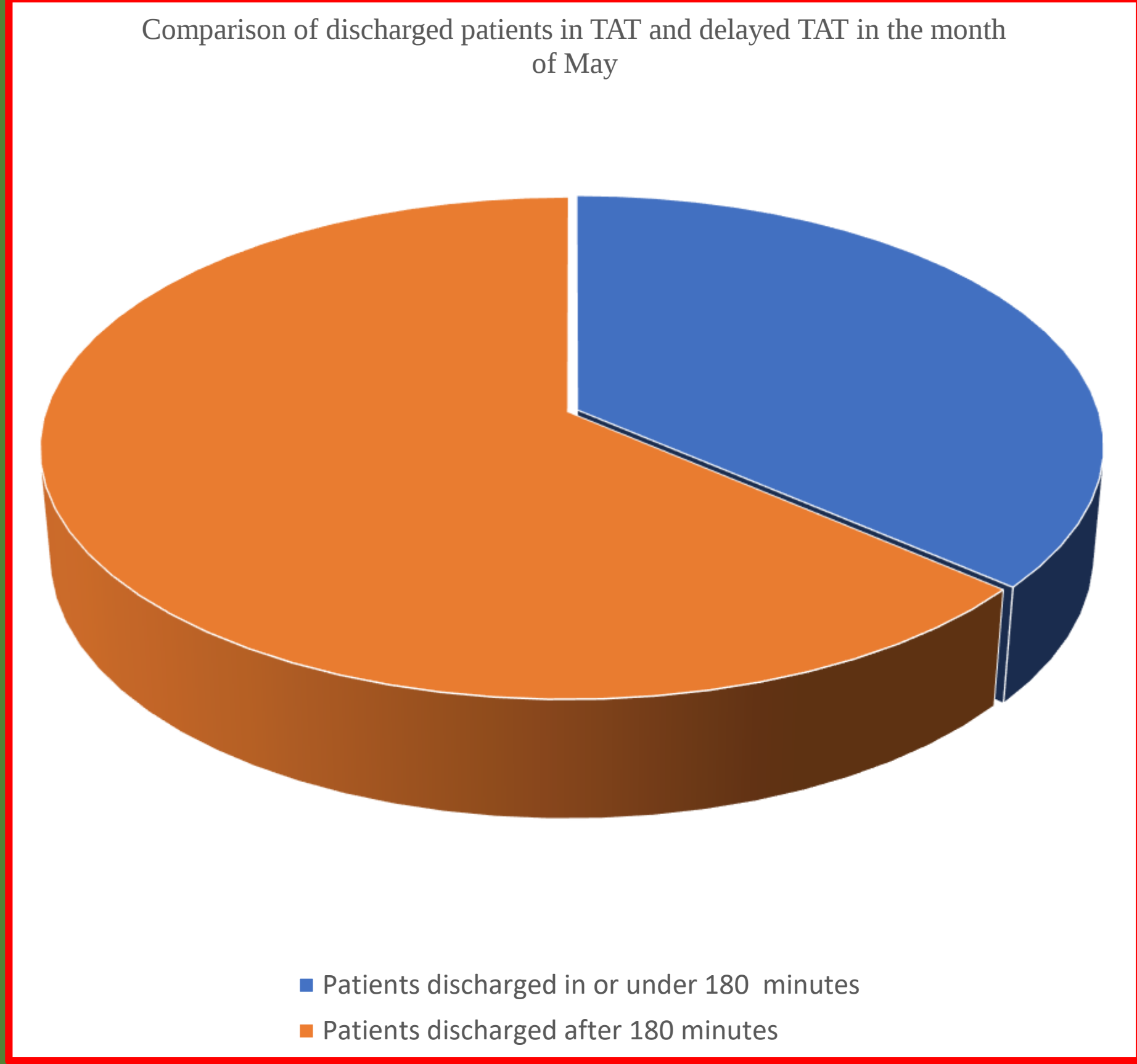


Figure 02 – The above pie chart demonstrates 36% of patients discharged within the TAT and 63% of patients discharged beyond the discharge TAT. (n=88)

PATIENT NAME	DEPT	REMARKS
Geetika Gautam .	Neonatology and Paediatrics	Excellent
Mrs. Ankita Lal	Radiology	Excellent
Mr. Subhash Uppal	Urology	Excellent
Mrs. KOMAL KUMARI	Obstetrics and Gynaecology	Excellent
Mrs. Surbhi Jain	Oncology	Excellent
Mrs. Kavita Sharma	Obstetrics and Gynaecology	Excellent
ASHDEEP SINGH	Urology	Excellent
Mr. Siddharth Chaudla	Internal Medicine	Excellent
Mr. Soham Saraf	Orthopaedics	Excellent
Mrs. Varsha Yadav	Pulmonology	Excellent
Tapasi .	Gastroenterology	Excellent
Mr. Pk Durnir	Pulmonology	Excellent
Mr. Sanjeev Kumar	Orthopaedics	Excellent
Mrs. Surinder Jeet Kaur	Pulmonology	Excellent
Kanta	Anesthesiology	Excellent
Mrs. Sushila Khawalkar	Gastroenterology	Excellent
Mrs. Rekha Rani	Obstetrics and Gynaecology	Excellent
RUPKATHA SARKAR TWIN 2	Neonatology and Paediatrics	Excellent
Uma Misra	Pulmonology	Excellent
Mrs. Mudita Padmavathi	Orthopaedics	Excellent
Jagjeet Chadda	Pulmonology	Excellent
PINKY SHARMA	Gastroenterology	Excellent
Mrs. Papiya Roy	Radiology	Excellent
Tara Mohra	Neonatology and Paediatrics	Excellent
Susma Sethi	Urology	Excellent
Uma Mansoori	Oncology	Excellent
Meenakshi Arora	Gastroenterology	Excellent
Mrs. Kanta .	Cardiology	Excellent
Maazir . Vatsalya Mudunuru	Neonatology and Paediatrics	Excellent
Mr. Umesh Arora	Gastroenterology	Excellent
Mrs. Divya Bajaj	Obstetrics and Gynaecology	Excellent
Baby of . Aditi Singla .	Neonatology and Paediatrics	Excellent
Richa	Obstetrics and Gynaecology	Excellent
Tarini . Mahesh	Neonatology and Paediatrics	Excellent
Mrs. Leena Giri	Pulmonology	Excellent
Mr. Virendra Kumar Agarwal	Gastroenterology	Excellent
Dharmesh .	Anesthesiology	Excellent
Mr. Surender Kumar	Gastroenterology	Excellent
Baby of . Taruna Rai .	Neonatology and Paediatrics	Excellent
Divya Malhotra	Radiology	Excellent
Mrs. Megha Sharma	Obstetrics and Gynaecology	Excellent
Mrs. Vinoda Parubhi	Radiology	Excellent
Baby of . Nikita .	Neonatology and Paediatrics	Excellent
AANYA CHHABRA	Neonatology and Paediatrics	Excellent
Mr. Kishan Singh	Gastroenterology	Excellent
Baby of . Pankaj Bansal .	Neonatology and Paediatrics	Excellent
Vandhika Chauhan	Neonatology and Paediatrics	Excellent
Baby of . Teena . Dagar	Neonatology and Paediatrics	Excellent
Mrs. Papiya Roy	Obstetrics and Gynaecology	Excellent
Mr. JADEV ANAND	Gastroenterology	Excellent
Alkan Jayant Phillips	Chemotherapy	Excellent
PRATIBHA S KEDIA	Chemotherapy	Excellent
kusum pandey	Chemotherapy	Excellent
Subhash Kumar	Chemotherapy	Excellent
Rajni Singal	Chemotherapy	Excellent
PAWAN KUMAR GUPTA	Chemotherapy	Excellent
Nisha Kapoor	Chemotherapy	Excellent
VIJAY CHAND RASTOGI	Chemotherapy	Excellent
Arun Choudh	Chemotherapy	Excellent
GEETA DEVI	Chemotherapy	Excellent
YASHA WALIA	Chemotherapy	Excellent
NAINI ARORA	Chemotherapy	Excellent
RAJINDER SINGH	Chemotherapy	Excellent
Smita Mohankundu	Chemotherapy	Excellent
PALLAVI SAKIA FARWELL	Chemotherapy	Excellent
Shashi Bhargava	Chemotherapy	Excellent
Archana Tawar	Chemotherapy	Excellent
Madhu Singh	Chemotherapy	Excellent
BAKARI KHATIB SHAABAN	Chemotherapy	Excellent
GOBIND M KHIANI	Chemotherapy	Excellent
Kholida Abdurakhmanova	Chemotherapy	Excellent
Anita Mishra	Chemotherapy	Excellent
RAFEEDAH FARQO AHMED	Chemotherapy	Excellent
GEETA DEVI	Chemotherapy	Excellent
Parul Malik	Chemotherapy	Excellent
Bhanu Pratap	Chemotherapy	Fair
Anuradha Kapoor	Dialysis	Excellent
Vinod Sharma	Dialysis	Excellent
Somnath Setia	Dialysis	Excellent
S M A Rizvi	Dialysis	Excellent
Sarita	Dialysis	Fair
Sudesh Chopra	Dialysis	Fair
Mahalaxmi Devi	Dialysis	Excellent
meena verma	Dialysis	Fair
GHANSHYAM PANDEY	Dialysis	Excellent
Vinod Kumar Goel	Dialysis	Excellent
SANDEEP KUMAR	Dialysis	Excellent
SARJIT SINGH	Dialysis	Excellent
NIRMOLHAN KAKUR	Dialysis	Excellent
SHARPLE CHANANA	Dialysis	Excellent
Biya Kumar Jha	Dialysis	Excellent
SUNITA DEVI YADAV	Dialysis	Excellent
PUNEET TRIPATHI	Dialysis	Excellent
BRUPESH KUMAR	Dialysis	Excellent
KRISHAN LAL GULATI	Dialysis	Excellent
VIKAS GHAI	Dialysis	Excellent
JAGDISH AHUIA	Dialysis	Excellent
Hridyesh K. Singh	Dialysis	Excellent
PRIVA VAISHNAVA	Dialysis	Good
ALAY KUMAR KAKAR	Dialysis	Excellent
Rathindra kishore Dasidar	Dialysis	Good
Samridhii Seth	Dialysis	Excellent

Table 02- The above table represents the data for figure 03