

Understanding Challenges in the Discharge process of a Superspeciality Hospital

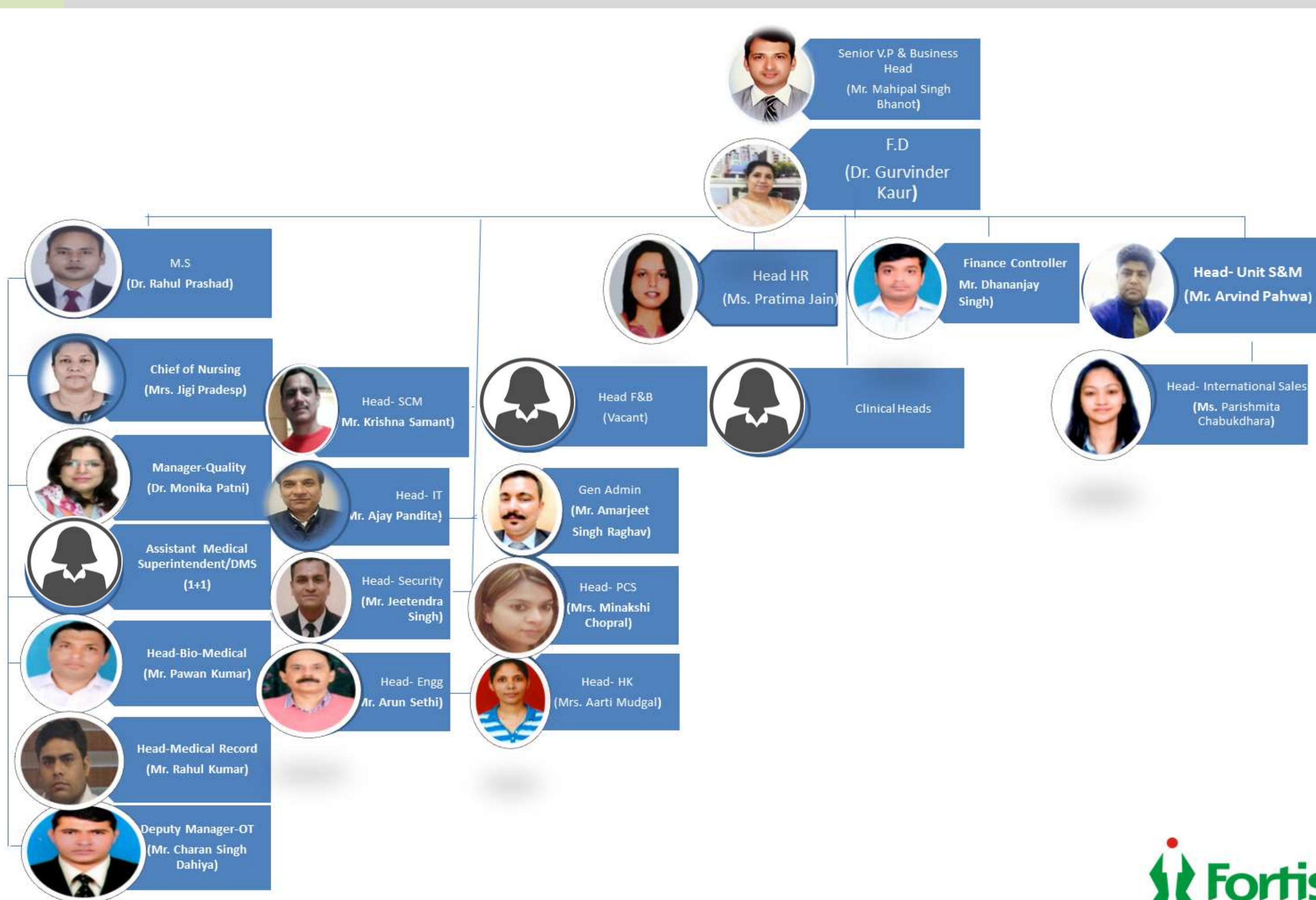


ORGANIZATION INTRODUCTION

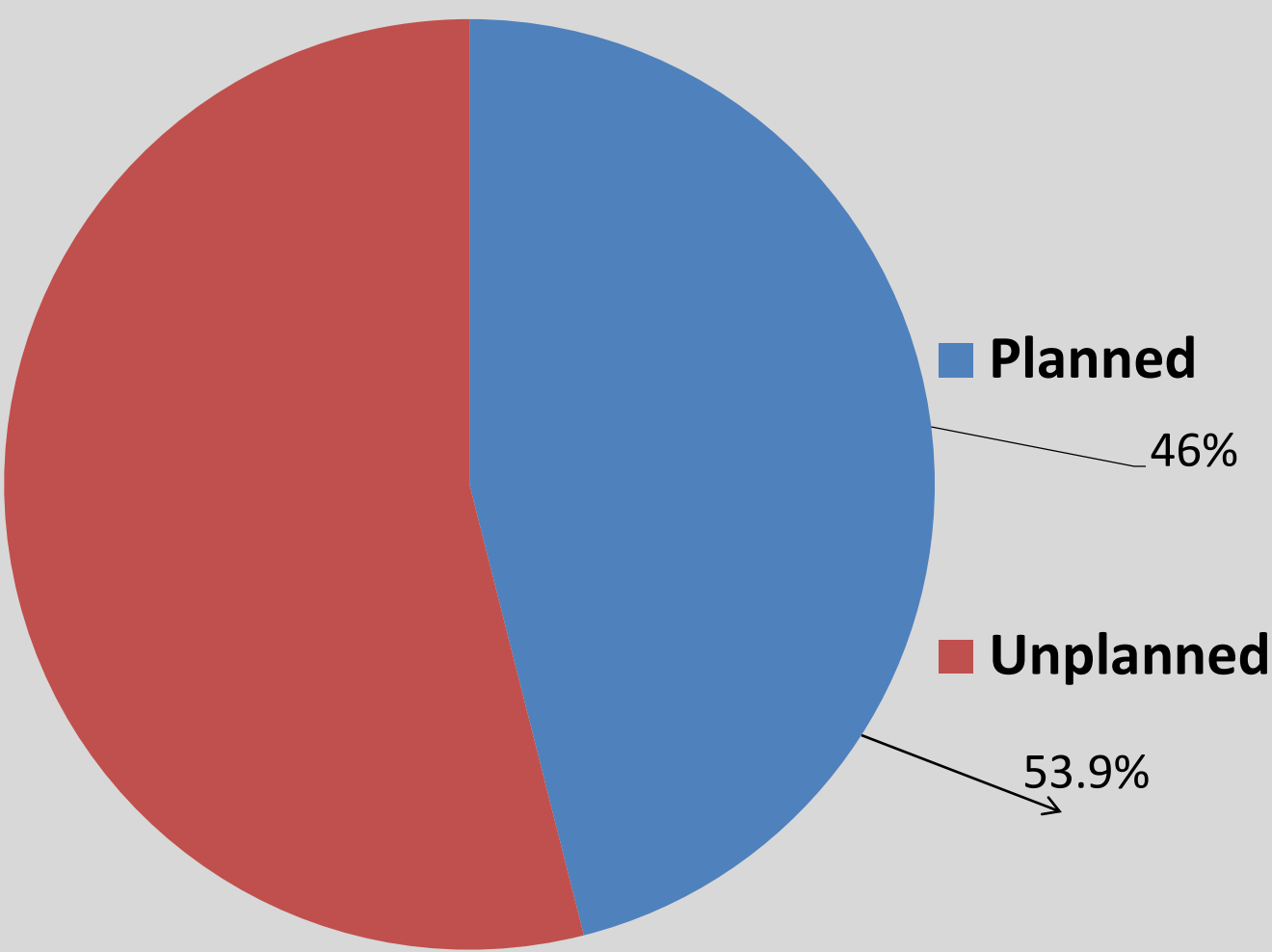
Fortis Memorial Research Institute (FMRI), Gurugram is a 330-bedded Super Specialty Hospital known nationally and internationally. As a part of the larger Fortis Healthcare network, which is one of the leading healthcare providers in the country, FMRI is the Flagship hospital of the group. Equipped with state-of-the-art infrastructure, Cutting Edge medical technologies and a highly skilled and renowned team of doctors, the hospital was ranked in the list of “World’s best smart hospitals 2023 (Newsweek Survey)” at 29th Position.

FMRI is known for its advanced diagnostic and therapeutic capabilities including Robotic surgery, Organ & Joints Transplantation, Stem cell therapy, and precision medicine. The hospital is also the only ELSO Certified Training Centre for training in ECMO program in the country. This ‘Next Generation Hospital’ is has received numerous accreditations and certifications, including Joint Commission International (JCI) accreditation, National Accreditation Board for Hospitals & Healthcare Providers (NABH) and the NABL accreditation for its laboratory and Blood Bank.

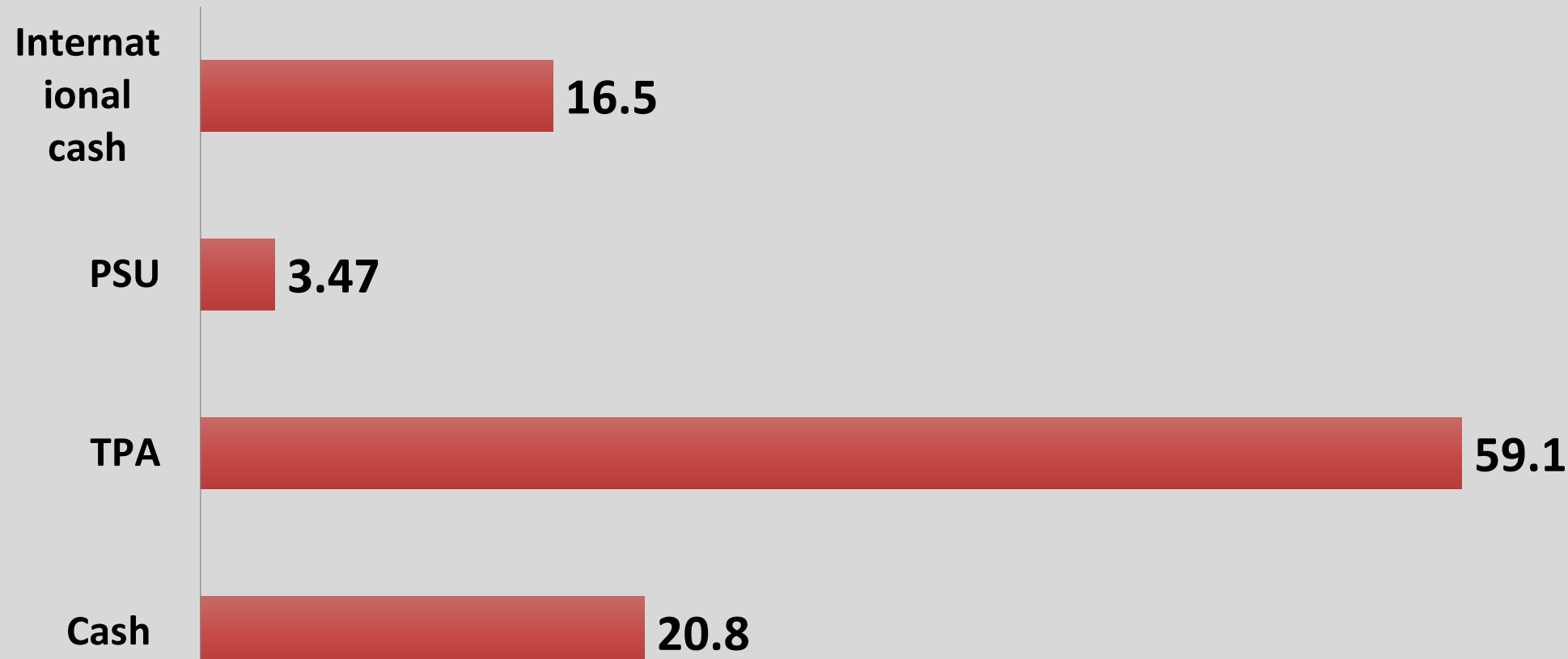
ORGANIZATION STRUCTURE



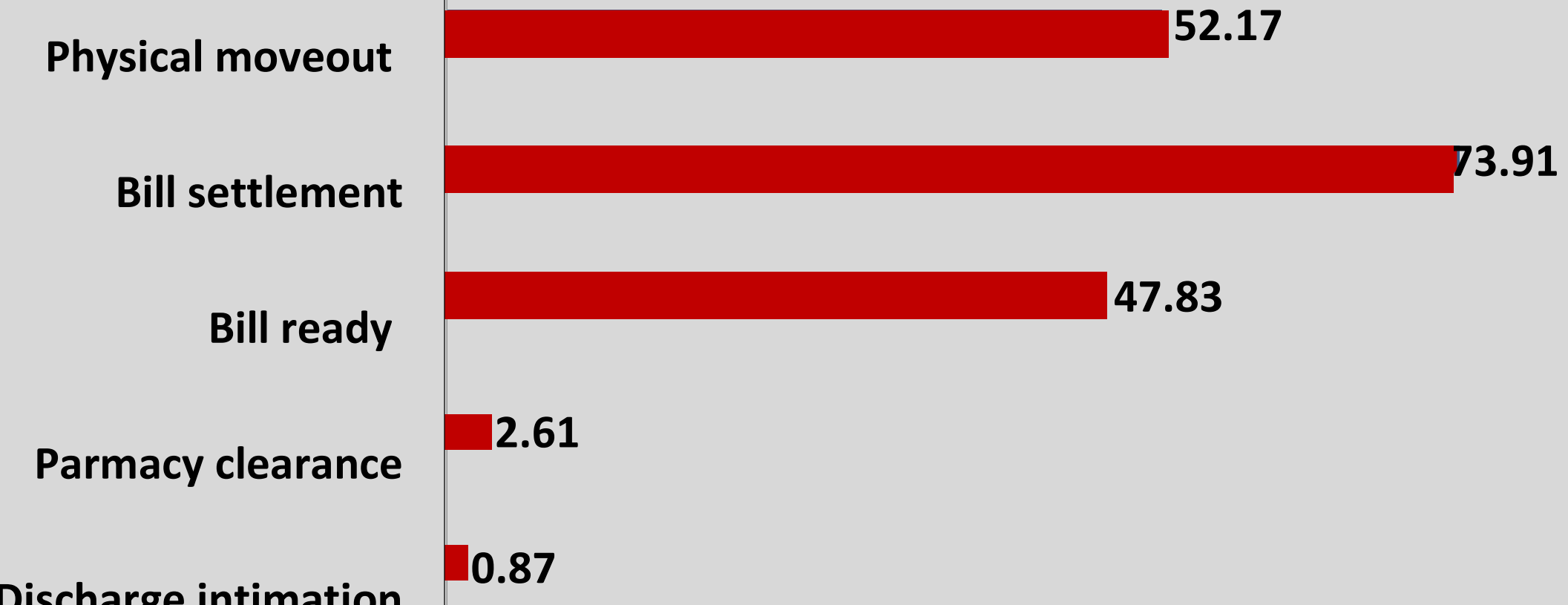
PLANNED Vs. UNPLANNED DISCHARGES



PAYOR TYPES



REASONS FOR DELAY OF DISCHARGES



LEARNING AND VALUE ADDITION

- Hospital operations are complex in nature.
- Multiple teams would not work on their own and would require alignment.
- Constant communication is required to get a task done.
- Gained knowledge can be applied to other hospitals also.

CHALLENGES FACED DURING INTERNSHIP

- Establishing a rapport with people is difficult.
- As an intern it is difficult to get the work done
- Timeline tracking of the project milestones was difficult
- There was a lack of ownership among the junior staff.

USEFULNESS OF INTERNSHIP

- Helped me to understand how a corporate chain of hospitals work.
- I could imply my theoretical as well as general learning into practical work.
- It helped me improve my communication and liaisoning skills.
- Awareness of various new positions in a hospital..

LEARNING DIFFERENCE

THEORY

- We learn how things should be done.
- Communication is the key.
- Job roles for all positions are defined on who will do what.
- Planning is extremely important before implementation.

PRACTICAL

- Situational challenges act as a hurdle.
- Method of communication greatly impacts the result.
- Method of execution also need to be defined
- Planning is equally important as execution

SWOT ANALYSIS OF DISCHARGE PROCESS

Strengths

- Core process of the hospital related to IPD patients.
- Gives opportunity to interact with patients, doctors, nursing staff and management.
- Gives an overview of the floor operations which would be common to all hospitals.

Weaknesses

- Making observations is time consuming.
- Process is happening at multiple places simultaneously, so keeping a track is difficult.
- Faults can not be conveyed to the employee directly.

Opportunities

- Getting to know the patient aspect of discharge process.
- Opportunity to work with on ground workers.
- Understand the challenges of the employees while working on discharges.

Threats

- Information is not shared readily.
- Sometimes, data may not be correct, giving a non realistic picture of the situation.
- Due to the comprehensiveness of the topic, time is not sufficient for completion.

SUGGESTIONS

- Reinforcement of job responsibilities could be done to increase the efficiency of work amongst staff.
- If planning of discharges could be improved, bed turnover can be increased favorably.
- Dedicated person is required to monitor the discharge process.
- Additional - Timely delivery of food can be improved.



Name: Dr. Ankita Sharma
Roll No: 1463/ HM 27

Mentor’s name: Dr. P.R. Sodani (President, IIHMR University)
Project at : Fortis Memorial Research Institute, Gurugram
Organization mentor: Dr. (Maj.) Rahul Prashad (Medical Superintendent)