



Summer Training at Fortis Hospital, Anandpur, Kolkata



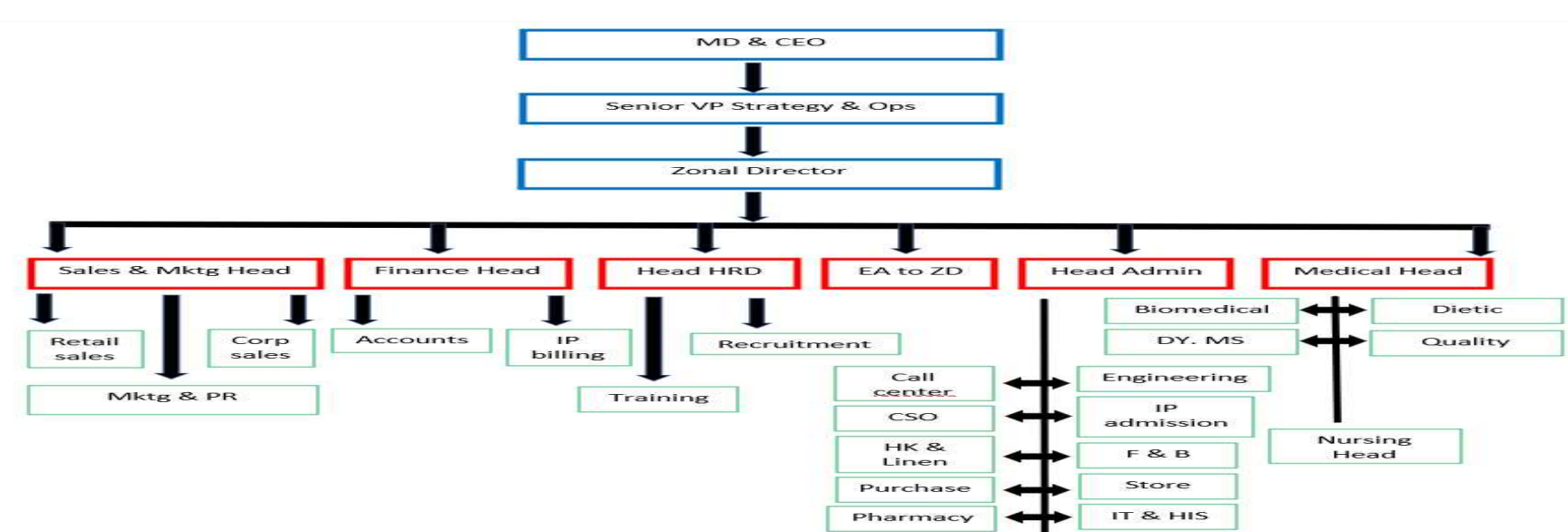
About the Organization

- Fortis Hospital, Anandapur, Kolkata is a world-class super-specialty NABH accredited tertiary care healthcare hospital founded in 2011
- The 10-storied, 400 bed hospital (operational 238 Bed) is built on a 3 lakh square feet area, equipped with the latest technologies in the medical world.
- This state-of-the-art facility specialises in cardiology and cardiac surgery, pulmonology, urology, nephrology, neurosciences, orthopaedics, digestive, emergency, and critical care, having over 70 beds ICU

Vision : “Saving & Enriching Lives”

Mission : “To be a globally respected healthcare organization known for Clinical Excellence and Distinctive Patient Care.”

Organization structure



Work assigned

- Identifying Facilitating and Hindering Factors for Financial Management in Selected Units.
- Studied about pneumatic system [PTS] in hospital and compared it with human based transport [HBT] system for internal logistics.
- Turn around time [TAT] in radiology department and reasons for delay in reporting.
- Clinical audit for laboratory critical values.

Key Practical and theoretical Learnings

- Prioritization in hospital operations according to the need, benefit and feasibility, since the OPD coordinators find it difficult to keep track of patients.
- Identifying problems/issues faced by patients in revenue generating departments to raise overall revenue
- Early action for critical Laboratory parameters for decision making and patient management as prognosis leading to quality patient care.
- Importance of internal logistics management
- TAT is an important criterion for efficiency



Study 1 - Identifying Facilitating and Hindering Factors for Financial Management in Selected Units

The study is exploratory in nature. A total of 480 patients during OPD timings (9 am to 5 pm), On an average of 10 patients from every floor for 2 weeks.

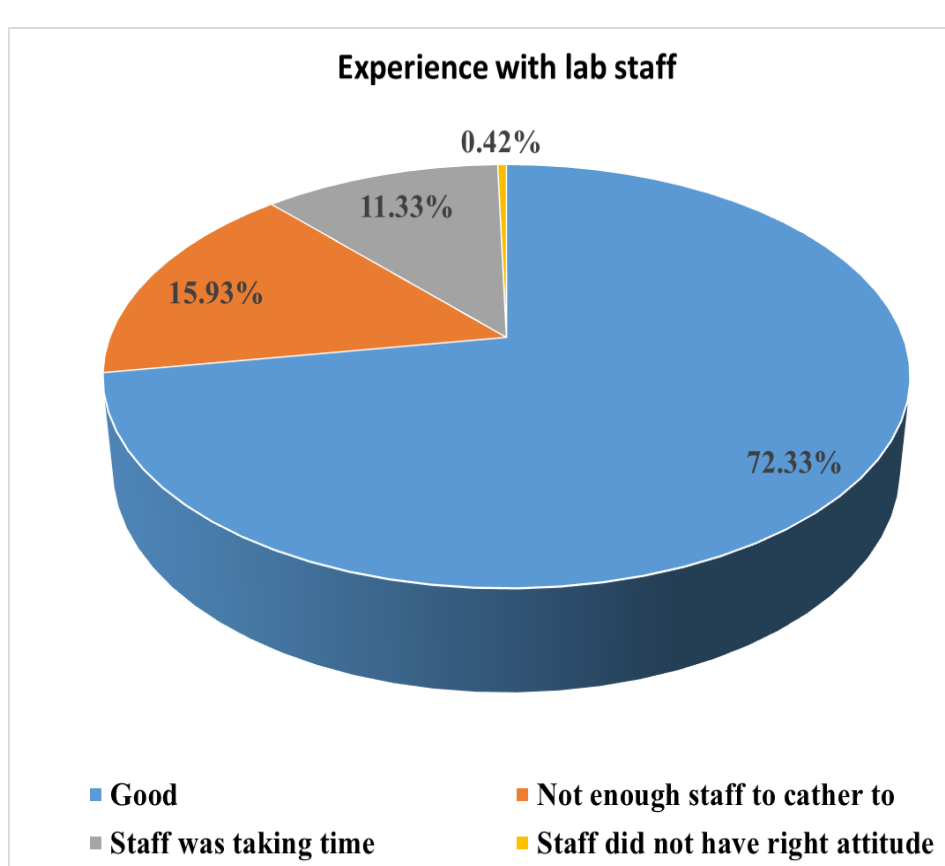
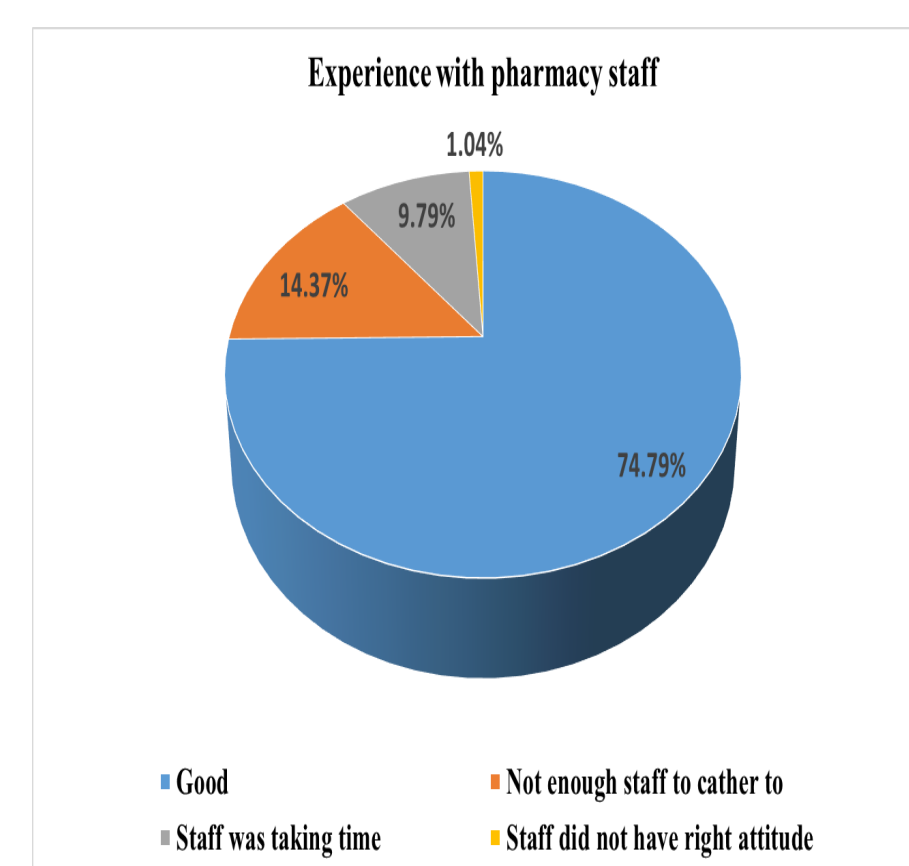
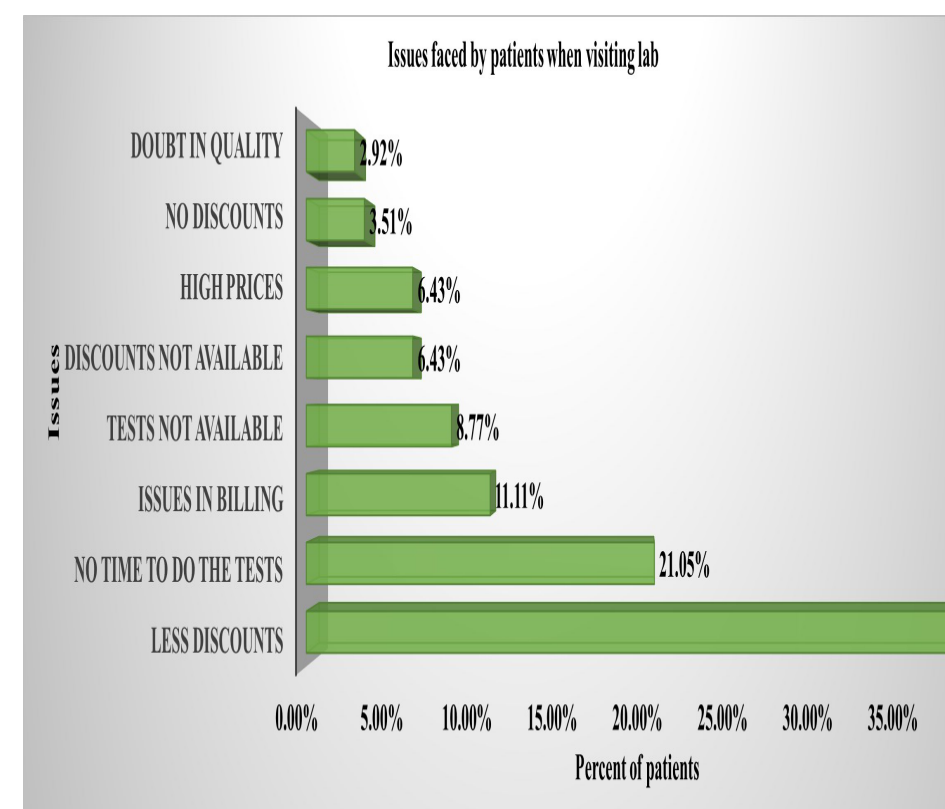
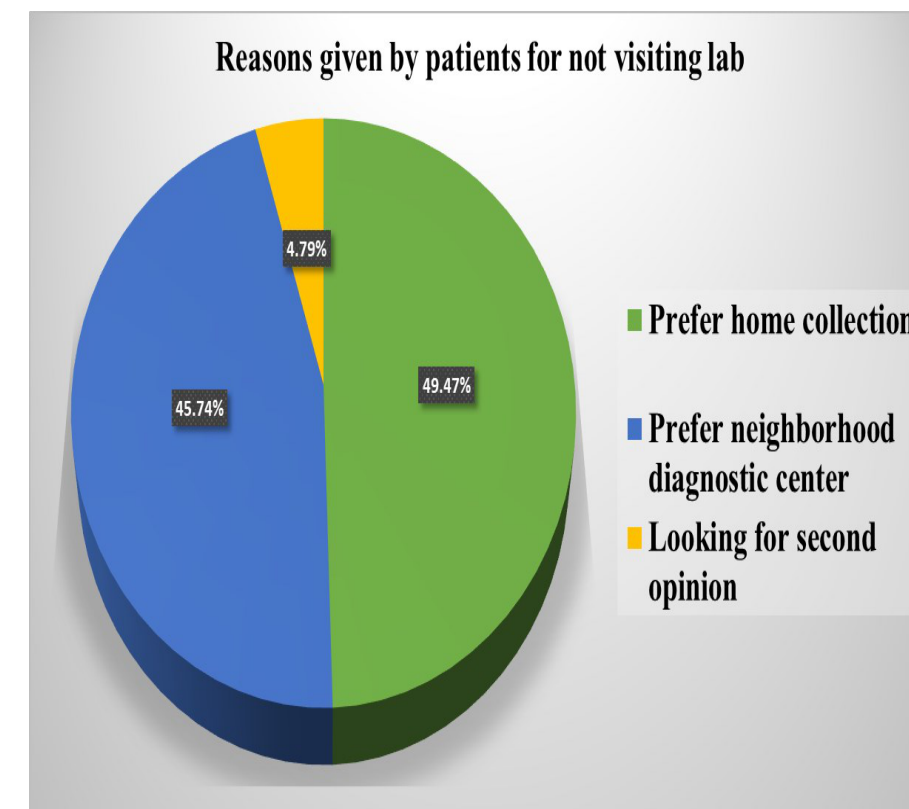
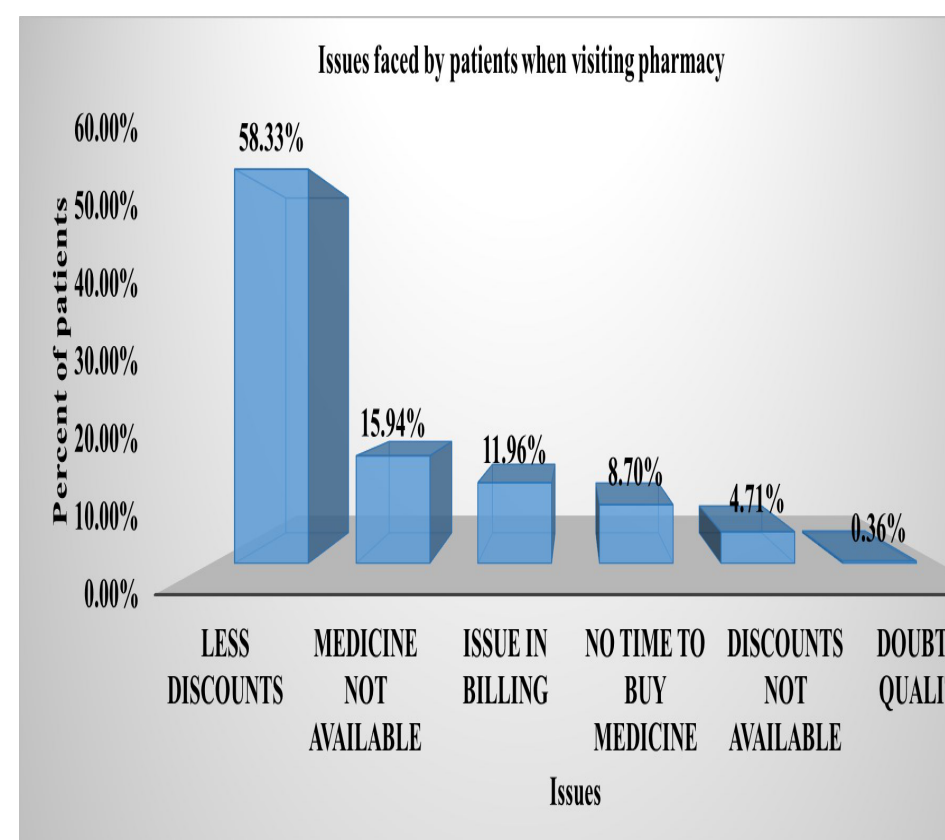
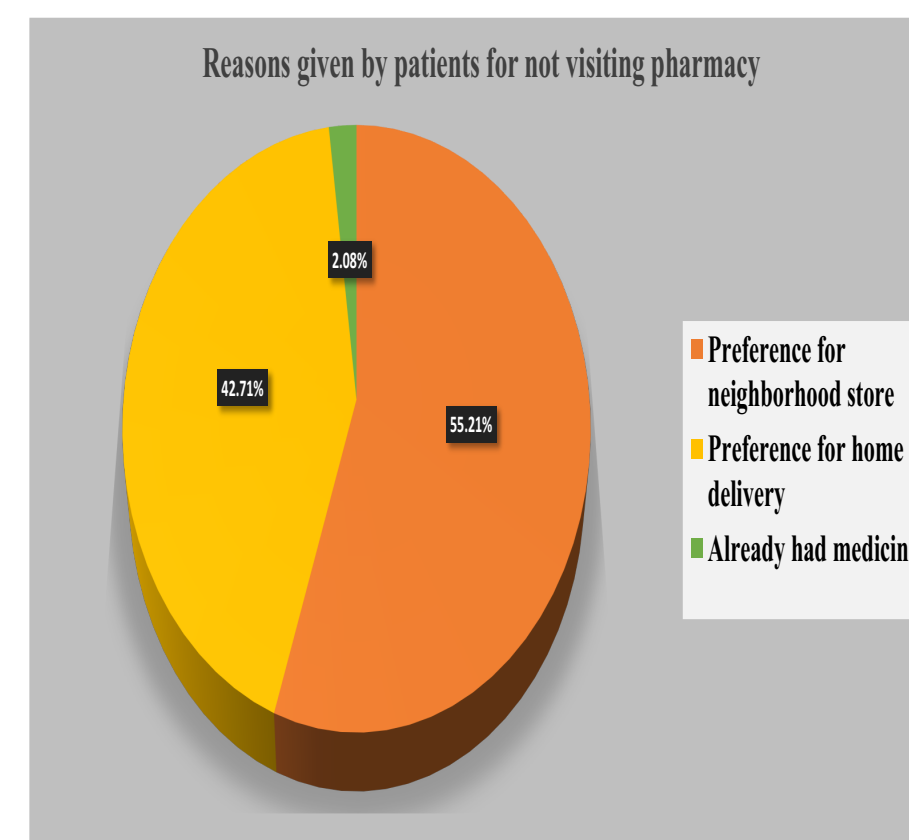
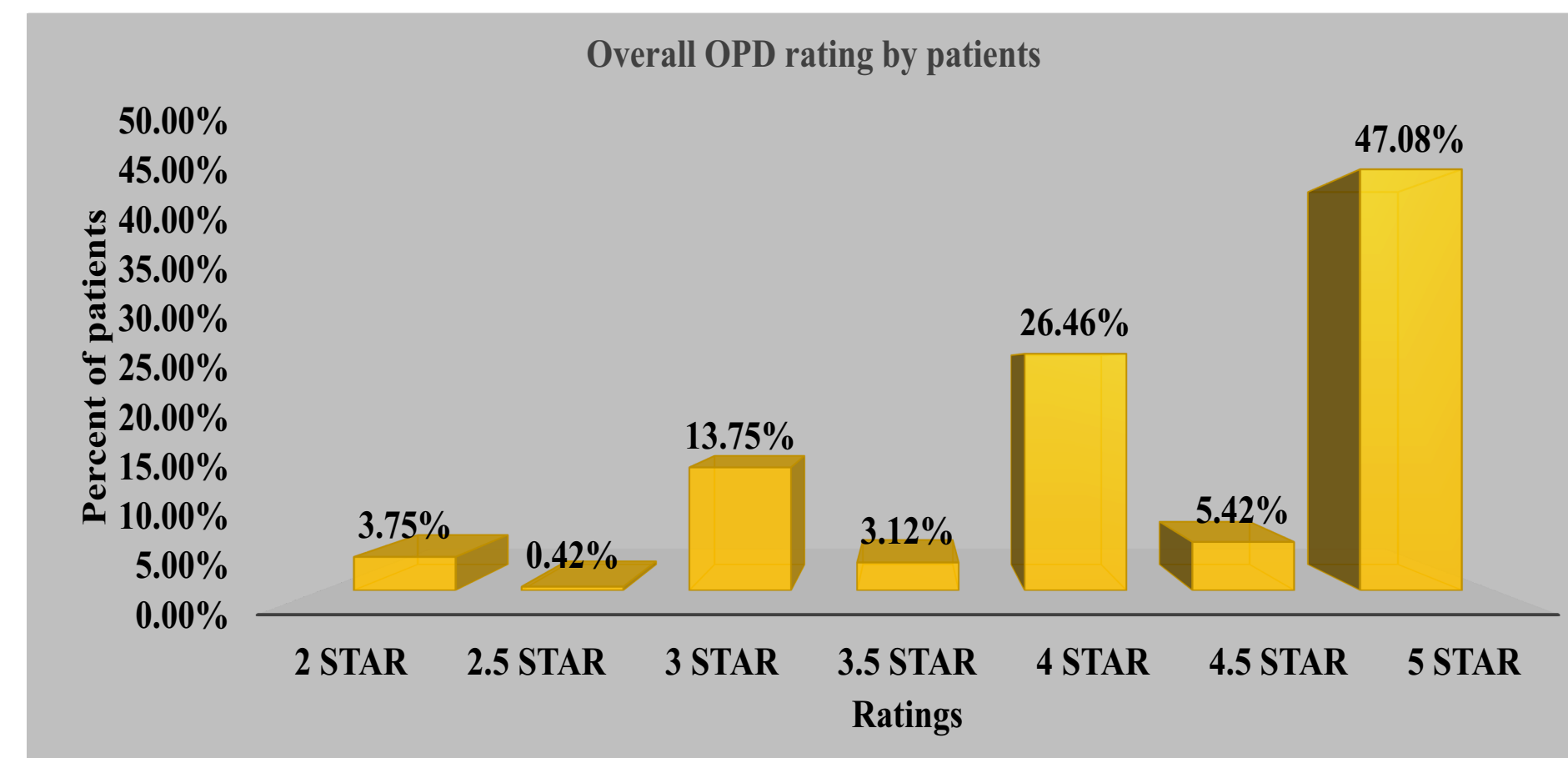
Overall OPD experience

Whether they visited OP – pharmacy and issues/problems faced from a list [decided by Operations head] irrespective of positive or negative reply

Experience with OP – pharmacy staff

Whether they underwent radiology and pathology lab testing from OP – radiology and OP – pathology and issues/problems faced from a list [decided by Operations head] irrespective of positive or negative reply

Experience with OP – radiology & OP – pathology staff .

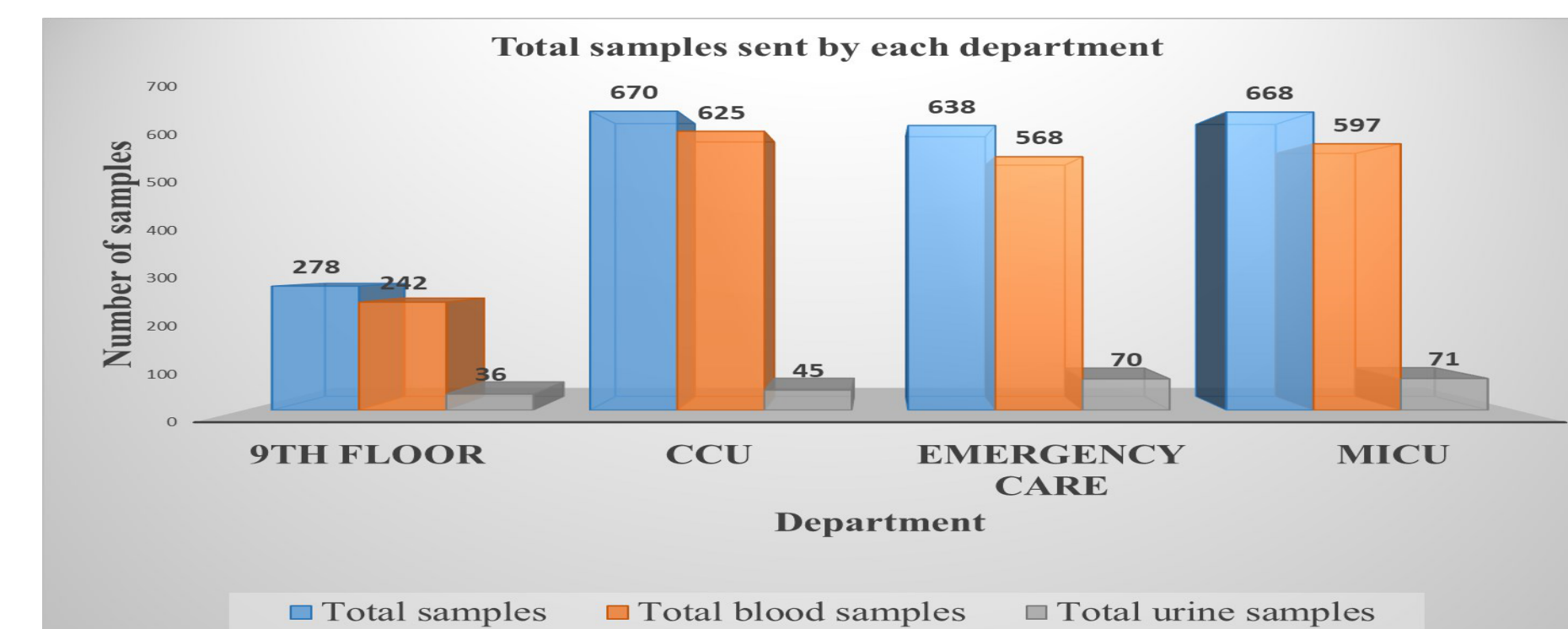


SUGGESTIONS

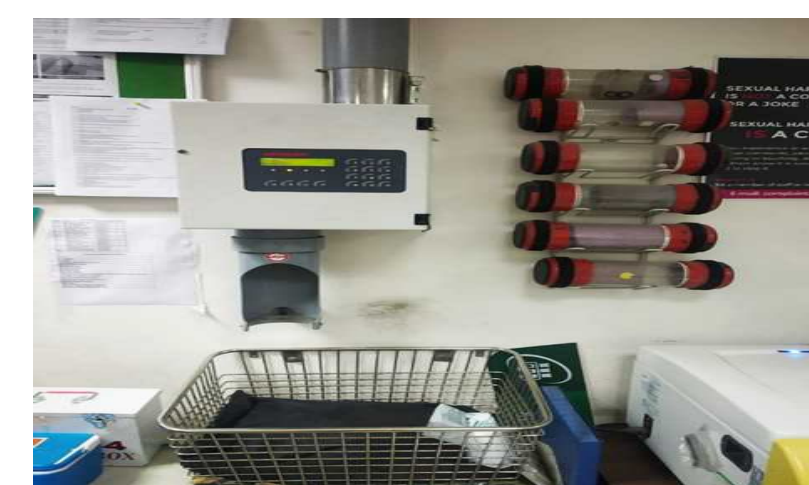
- Track patient journey and influence their perspective about buying medicine from hospital pharmacy using Fortis App.
- Start on call delivery of medicines & diagnostic services using the insights from the HIS dashboard by deciding upon a pilot experiment on a particular radius of distance and particular services and medicines.

Study 2 - Pneumatic tube system in Fortis hospital, Anandapur and quality of care for patients

- Direct observation and real time tracking of housekeeping staff who were asked to transport samples during the OPD timings.
- Housekeeping staff was also asked to track the time taken in carrying sample to laboratory 2 times in a day (maximum and minimum time taken).
- Average time was multiplied by the total number of samples transported in a day to calculate the man hours lost. 2312 Samples [9th floor OPD – 290, CCU – 670, MICU – 714 & Emergency department – 638]



Department	HBT [Total time]	PTS [Total time]	Time saving
9 th floor	28.51 min	9.1 min	19.41 min
CCU	24.83 min	7.60 min	17.23 min
Emergency dept.	29.67 min	7.30 min	22.37 min
MICU	23.41 min	7.30 min	16.11 min

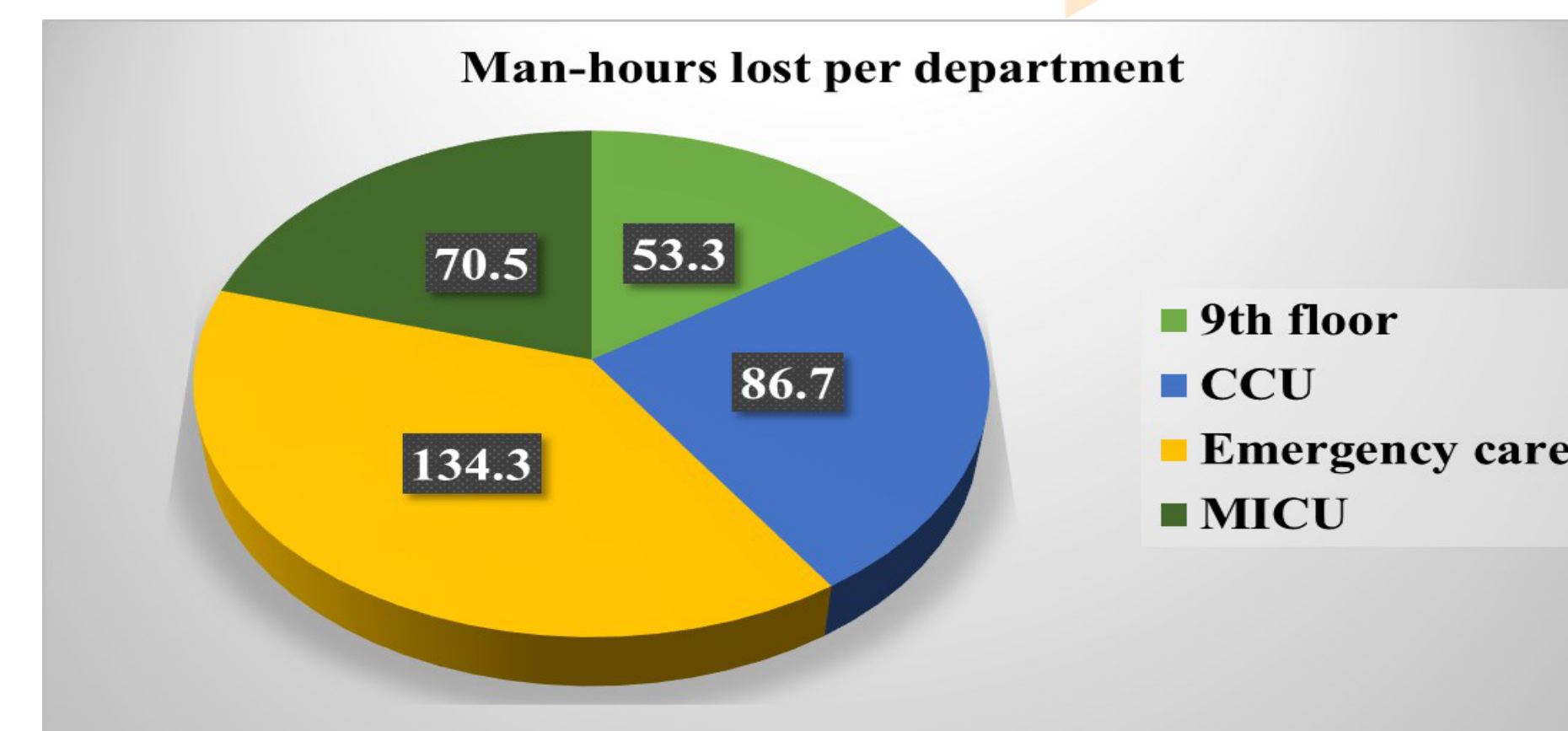


Cost of man hours lost in a month (approx.)	Maintenance cost of PTS per month
Rs 23758	Rs 12667

Total Man-hours lost by all 4 departments in 1 month = 344.8 hours

A housekeeping staff works a shift of 8 hours/day for 25 days in a month & earns Rs 13,780

200 hours a month costs Rs 13,780. Therefore, 344.8 hours lost is equal to Rs 23,758 approx. per month.



SUGGESTIONS

- Pneumatic tube System is a valuable alternative to conventional human based transport system.
- As observed in the study conducted, there is a significant reduction in time taken to transport samples by PTS as compared to human based transport system.
- With ever increasing need for improvement in quality services to patients, it is ideal for hospitals & healthcare settings to utilize PTS for better internal logistics.
- On the basis of this observational study we can conclude that not only it saves time but is also cost effective to use PTS.

Presented By Dr. Anamitra Sarkar

MBA - HM; Roll no. -1254

Mentor - Dr Nutan P. Jain

Suggestions

Study 3 -Turn around time [TAT] in radiology department and reasons for delay in reporting

- Doctors should report on time as it can reduce the waiting time for patients.
- There should be a proper calling system for patients to streamline the workflow process.
- Doctors can use PACS to write the report as it will reduce the chances of error and will reduce the time for correcting and re-typing. Using PACS can reduce the overall reporting time.
- Patients should be encouraged to book tests online and select their time slot to reduce the waiting time. Pre booking appointments will also reduce overcrowding in hospital.
- AI based solutions like softwares which can read the medical images can be used to improve efficiency and accuracy.
- Speech recognition technology can be used, where words are converted into digital texts, this can reduce the turn around time as it will save time used for writing reports.

Study 4 - Clinical audit of Laboratory Critical Values

- As observed during one month of study, action is taken in most of the cases for critical values.
- Only few cases were found with no proper documentation.
- There was lack in uniformity of documentation.
- A proper documentation process is needed for critical values for better monitoring of patients

Challenges faced during Summer Training

- Challenge faced during data collection because people were not much interested in filling survey form.
- Challenge faced during conversation with housekeeping staff regarding time taken to deliver samples since most of them were not educated.
- Challenge faced during TAT in radiology department since patient tracking was difficult.

Usefulness of Summer Training

- Working in Operations department gave me an insight into the working of OPD, challenges associated with it and the means to overcome those challenges.
- I also had the opportunity to work in Medical administration department which gave me an understanding about the day-to-day challenges faced by the department and reinforced my theoretical knowledge with real time training experience.
- The department focused on the importance of quality in patient care and imparted in me the knowledge and importance of patient medical record system.