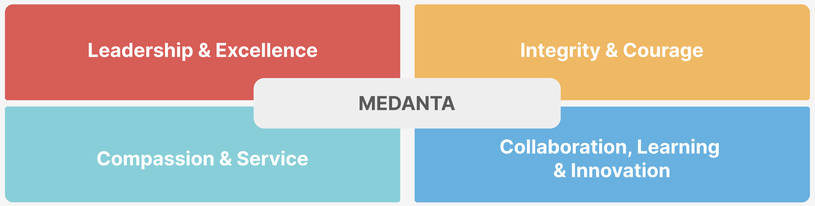
Analyzing Turnaround Time (TAT) for Patient Transfers from ICU to Inpatient Wards & Identifying Delay Factors

BRIEF HISTORY AND DESCRIPTION

- Established in 2009, by Dr. Naresh Trehan, a renowned cardiovascular and cardiothoracic surgeon, with the vision of providing world-class medical facilities and advanced treatments in India, Medanta- The Medicity in Gurugram, is a 1250-bed super-specialty hospital spread over 43 acres.
- With $ 350 million investment Medanta houses 10 Institutes, 8 Divisions, and 22 Departments that provide integrated primary, intermediate, and tertiary care services encompassing 39 specialties and high-end services covering every element of human health.
- Medanta is India's only private hospital to be ranked among the top 150 in the World's Best Hospitals 2022 survey and is JCI, NABH, NABL accredited.

VISION AND MISSION

- **VISION**: Medanta-The Medicity, believes is governed under the guiding principal of providing affordable medical services to patients with care, compassion and commitment".
- **MISSION**: "The mission to deliver world class healthcare by creating institutes of excellence in integrated medical care, teaching and research. We aspire to create an ethical and safe environment to treat all with respect and dignity".



SWOT ANALYSIS

Strength
- Strong COP (Community Outreach Programme) like, TB eradication programs and preventing dengue in high-risk locations.
- CLINIC, and Telemedicine
- Leading hospital in providing health facilities to gov. panel & corporate patients.
- Specialized Institutes.
- Advanced infrastructure and equipment
- Reputation and expertise.
- Completely Digitalized IP pharmacy
- Home care department and elder care programme.

Weakness
- No division for major burns (fourth-degree burns) and inhouse psychiatry.
- High cost of service.
- Geographic limitation.

Opportunities
- Expansion and growth.
- Growing Medical Tourism.
- Expanding their fleet of air ambulance.

Threats
- Other Corporate Hospitals.
- Medical inflation.

AIM AND OBJECTIVE

Aim: Analyzing Turnaround Time (TAT) for Patient Transfers from ICU to Inpatient Wards To Identifying Delay Factor.

Objective: To improve efficiency of shifting and ensure patient satisfaction by reducing shifting time.

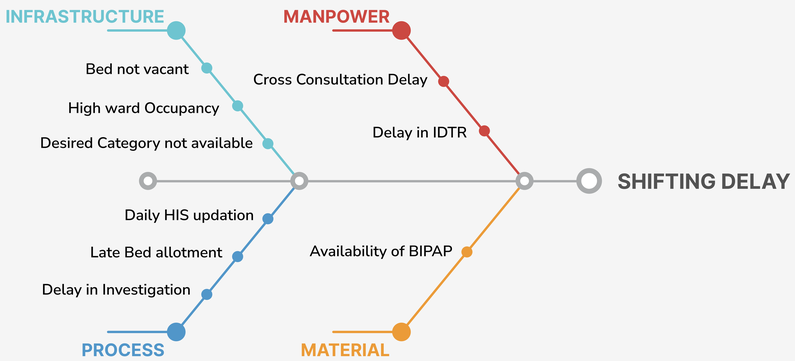
PATIENT SHIFTING FLOW

01	Ward shift announced by the doctor in IDTR
02	Confirm bed category with attendant and ask them to complete admission formalities for desired category
03	Request for bed updated in HIS
04	Duty manager allots beds according to availability and desired category
05	Attendant is called and patient is shifted to IP ward

RESEARCH METHODOLOGY

Sampling Technique	Census
Sample size	93 patients
Duration	30 Days (25th May 2023 – 28th July 2023)
Data collection method	Direct Observation
Location	ICU 7 & 8 (Multi – Specialty ICU) Medanta, The Medicity, Gurugram.

RESULTS & OBESERVATIONS



OBSERVATIONS

- 12 Patients were delayed due to delay in arrangement of BIPAP.
- 17 Patients were allotted beds after 2 PM due to late IDTR rounds
- 9 Panel Patients were not allotted bed the same day causing delay
  - % Delay (more than 2 hours) shifted from 23.62 % to 21.6%
  - % Delay (more than 4 hours) shifted from 21.23 % to 20.1%

SUGGESTIONS

- Provide clear instructions to the patient and their family regarding the shift to IP ward.
- Continuous follow up with Cross consultation team to reduce shift delay due to pending reviews.
- Timely completion of investigations ordered during IDTR
- Effective communication and coordination between ICU team for smooth shifting.
- Prior information should be given to cash patients for arrangement of BIPAP.

CHALLENGES FACED

- I encountered a learning curve while familiarizing myself with the operational mechanisms of the hospital software, Spandan, as well as the feedback software, Zykaar.
- Ensuring interdepartmental coordination came as a challenge for me.
- Due to lack of professional experience it took me time to understand the job specific skills and work dynamics.

LEARNINGS

- File auditing
- Calculating TAT for shifting.
- Understanding of various consent forms.
- Gaining a comprehensive understanding of the complete trajectory of patient flow, from initial entry to final discharge.
- Throughout my internship, I acquired proficiency in technical skills such as Excel and Word.

USEFULNESS OF INTERNSHIP

- My experience in one of the most renowned hospitals and working with the best healthcare professionals provided me with a profound understanding of the essence of professionalism.
- This internship served as my inaugural exposure to hospital settings, enabling me to familiarize myself with diverse departments, gain comprehension of medical terminology associated with the Intensive Care Unit (ICU).
- Got the opportunity to build professional networks.
- This internship contributed significantly to my personal growth and development.

Theory

- Importance of communication in an organization.
- Research methodologies.
- Fishbone diagram is a tool to do root cause analysis of a problem by focusing on cause and effect.

Practical

- Worked on ensuring intra and interdepartmental Coordination and communication between ICU and IPD for efficient patient shifting.
- Applied quantitative research methodology for the study which included primary data collection.
- Applied the fishbone diagram and understood it's importance. It helped me to identify all the different factors that led to delay in shifting.

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