

A Study on the Patient Conversion Rate from Outpatient Department to Inpatient Department and the Factors Impacting it at Artemis Hospital

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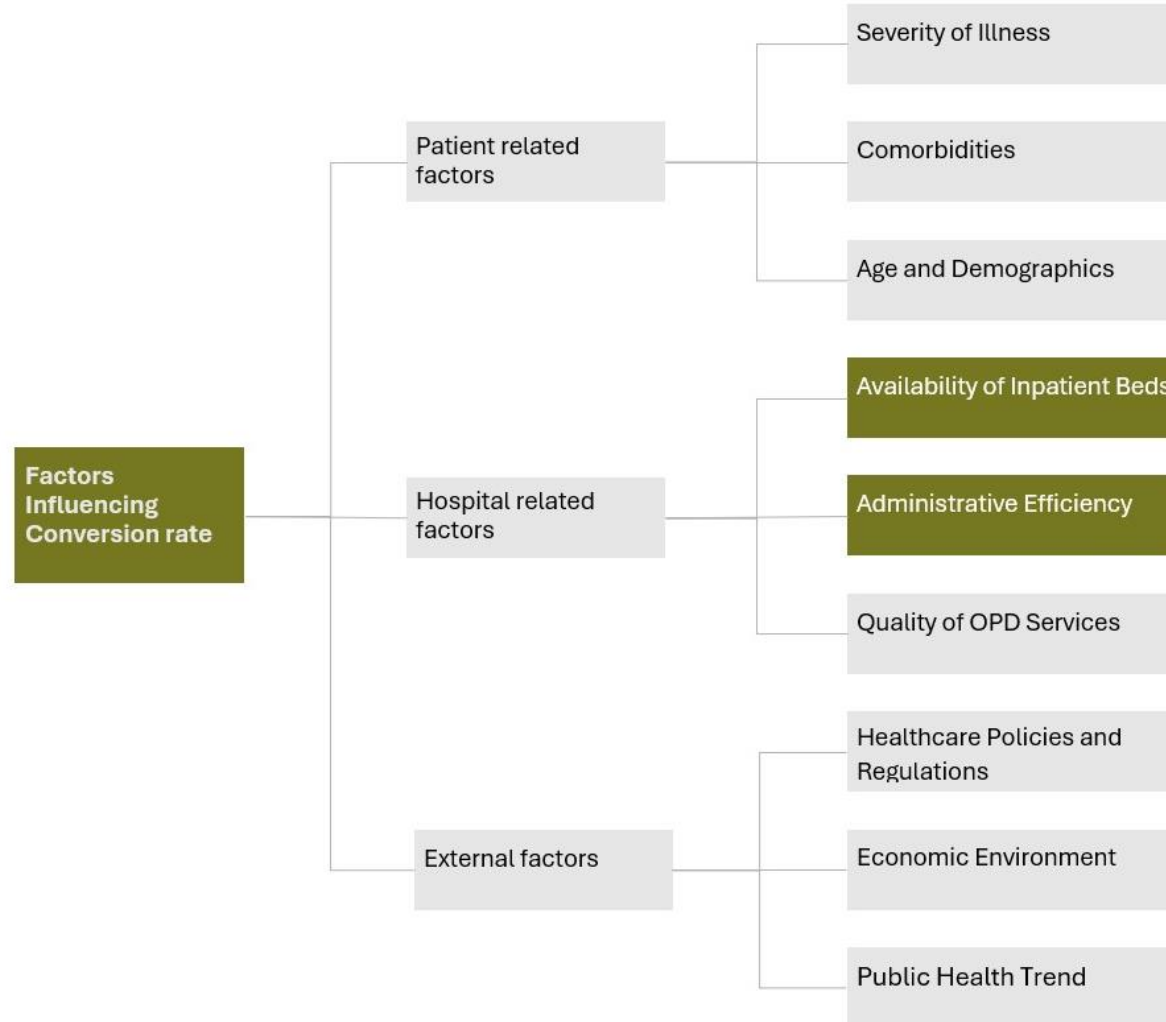
Introduction

- Artemis Hospital, established in July 2007 by Apollo Tyers Ltd, stands as a beacon of advanced healthcare in Gurgaon, India. It is the first JCI and NABH accredited hospital in Gurgaon, spanning 9 acres and featuring over 400 beds with cutting-edge technology. The hospital is committed to excellence, offering comprehensive inpatient and outpatient services, top-notch medical and surgical interventions, and research-oriented practices benchmarked against global standards. With a team of over 400 full-time doctors, 12 centers of excellence, and 40 specialties, Artemis Hospital provides unparalleled medical expertise and advanced care.

Introduction

- In the dynamic landscape of healthcare, optimizing patient admissions from the Outpatient Department (OPD) to the Inpatient Department (IPD) is crucial for enhancing operational efficiency and improving patient outcomes. Effective management of this conversion process can significantly impact the overall performance of a hospital, ensuring timely and appropriate care for patients while optimizing resource utilization.
- The healthcare industry strives to deliver high-quality patient care while maintaining operational efficiency. Managing patient flow from OPD to IPD is a significant challenge for hospitals. High conversion rates indicate the ability to provide comprehensive care and manage patient needs effectively. Conversely, low conversion rates signal inefficiencies and gaps in patient care, leading to dissatisfaction and potential revenue losses.

Factors influencing conversion rate



Aim & Objectives

The aim of this study is to improve the process of admitting patients from the Outpatient Department (OPD) to the Inpatient Department (IPD) at Artemis Hospital.

Objectives

1. To compare the OPD to IPD conversion rates at Artemis Hospital with national averages.
2. To compare the OPD to IPD conversion rate in Top 9 Departments of Artemis Hospital
3. To analyse the factors influencing the conversion rate of the hospital
4. To suggest potential mitigation methods to improve the OPD to IPD conversion rates.

Methodology

Research Question

1. What are the current OPD to IPD conversion rates at Artemis Hospital, and how do they compare with national averages?
2. What are some ways to improve the conversion rate from OPD to IPD while keeping patient care high-quality?

Study design- Mixed method approach

Duration of the study – 3 months

Sampling techniques- Convenience sampling

Study Population

Inclusion Criteria :

- Patients visiting the OPD and those being admitted to the IPD.
- Only 9 departments were included in the research

Methodology

Exclusion Criteria :

- Follow-up patients and patients admitted from the emergency department.
- Patient of the other department which is not included in the study

Data for the analysis is taken from the Hospital Management Information System of the hospital and interviewing hospital staffs , and survey of the patient .The data taken for the study is from Feb24 – April24 .

The departments included in the study are Internal Medicine , Orthopaedics, Cardiology ,Neurology , Gynaecology Pulmonology , Urology , ENT and Medical Oncology

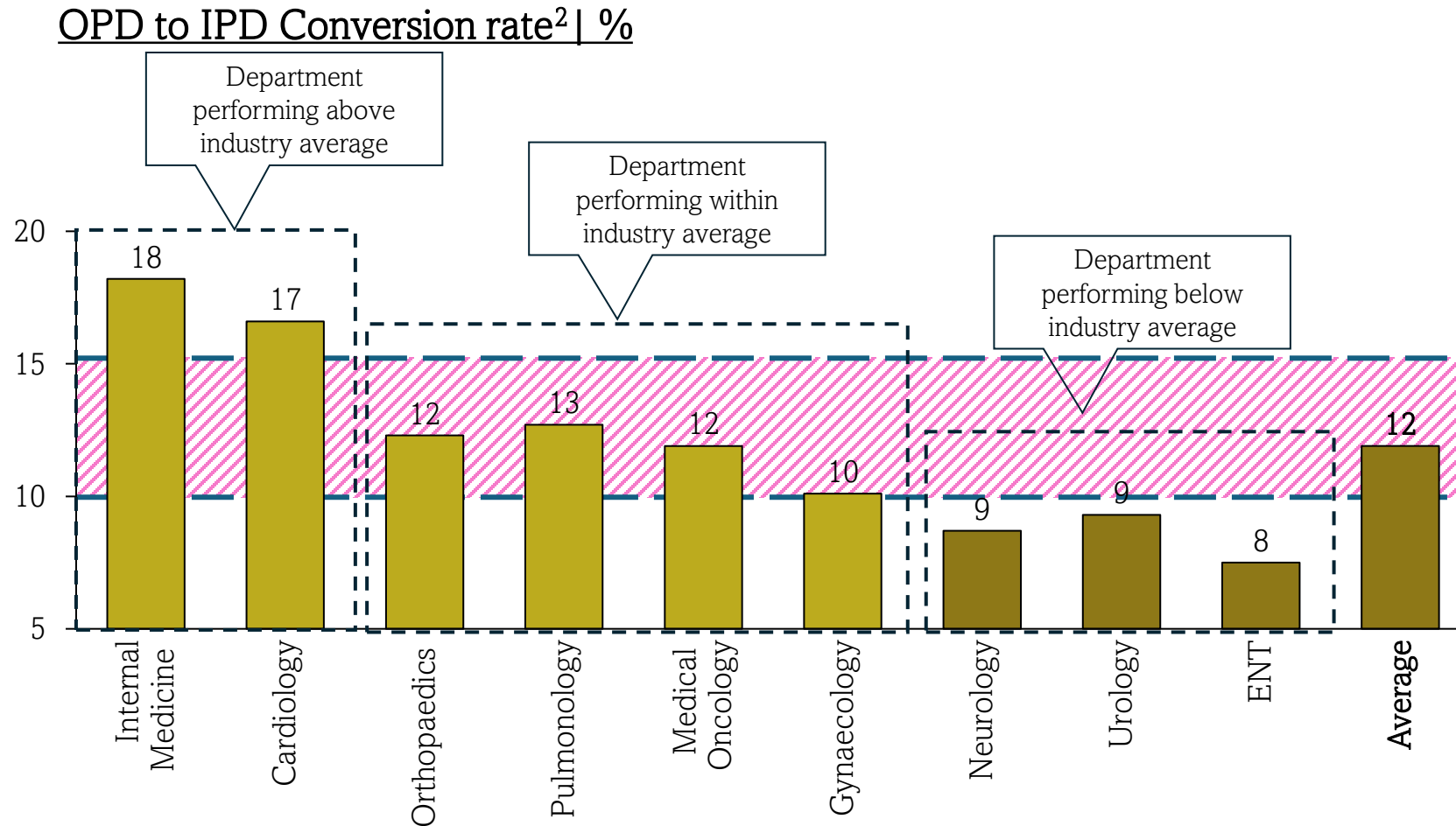
Literature review

Title & Author	Key Features
A Study to Assess Level of Satisfaction Amongst the Patients Visiting Outpatient Department in a Multispecialty Hospital Dr. Richa Pareek (2020)	- Investigated patient satisfaction in OPD. - Assessed overall satisfaction, identified areas for improvement, recommended solutions. - Patients rated experience in appointment system, registration, consultation, OPD environment, lab tests, radiology, pharmacy, waiting times. - High satisfaction with consultation and OPD environment. - Low satisfaction with waiting times (registration, lab, radiology, pharmacy), turnaround times (radiology reports).
Increasing the Patient Conversion Rate Children's Hospitals Today (2023, March)	Investigates reasons behind low conversion rates: financial constraints, dissatisfaction with consultations, lack of perceived need for hospitalization, preference for private consultations. Value stream analysis to improve patient and family experience. - Improved patient referral process. - Increased referral conversions from 70% to 86% within a year. - Emphasis on timely access to appropriate care.

Literature review

Title & Author	Key Features
A Study on OPD to IPD Conversion in One of the Leading Hospitals in Bangalore Dr. V. Uma, N. Anupriya (2023)	Reasons for non-conversion: medical management, other treatments, surgery costs, scheduling issues. - Analyzed conversion rates by specialization. - Highest non-conversion rates in radiation oncology and MAS departments. - Medical management as top reason for non-conversion. - Recommendations: improve patient communication, online admission processes, minimize waiting times.
A Survey on Consequences Related to the Low Conversion of Patients from Outpatient Department to Inpatient Department at a Multispecialty Hospital Prof. (Dr) Subhashish Chatterjee, Dr. Medha Wadhwa, Ms. Devanshi Jani (2018)	Investigates reasons behind low conversion rates: financial constraints, dissatisfaction with consultations, lack of perceived need for hospitalization, preference for private consultations.

Results & Findings



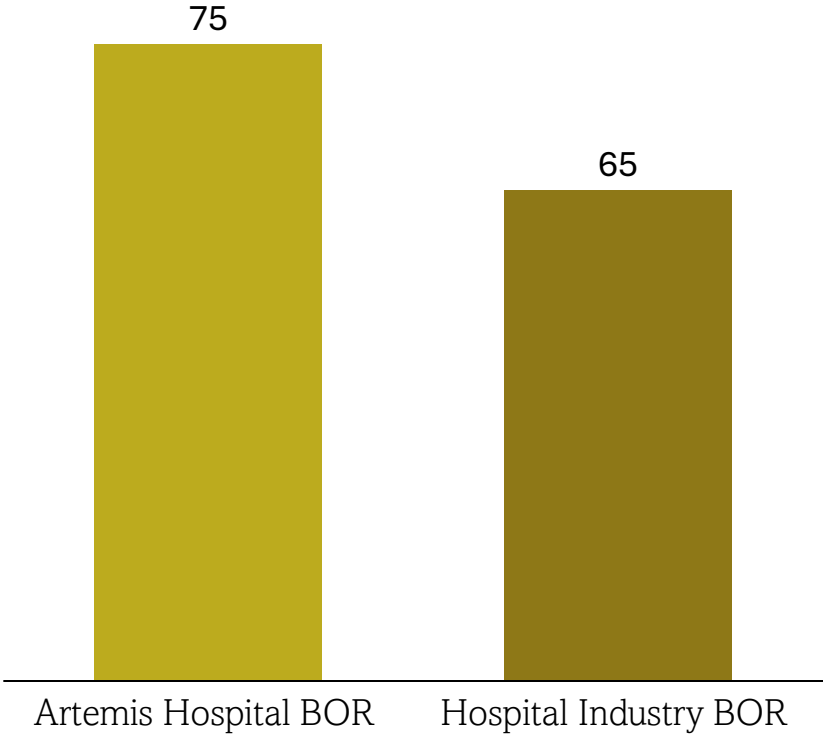
The graph depicts the conversion rates of various departments, with a benchmark range of **10-15%** representing average hospital industry conversion rates according to the IJNRD¹. Some departments perform above this average, while others fall below it. The overall average conversion rate across the nine departments is **~12%** as indicated in the bottom right corner of the graph.

1. Internal Journal for Novel Research and Development
2. No. of patient admitted through OPD/Total patient in OPD in the period

Bed Occupancy rate of the Hospital

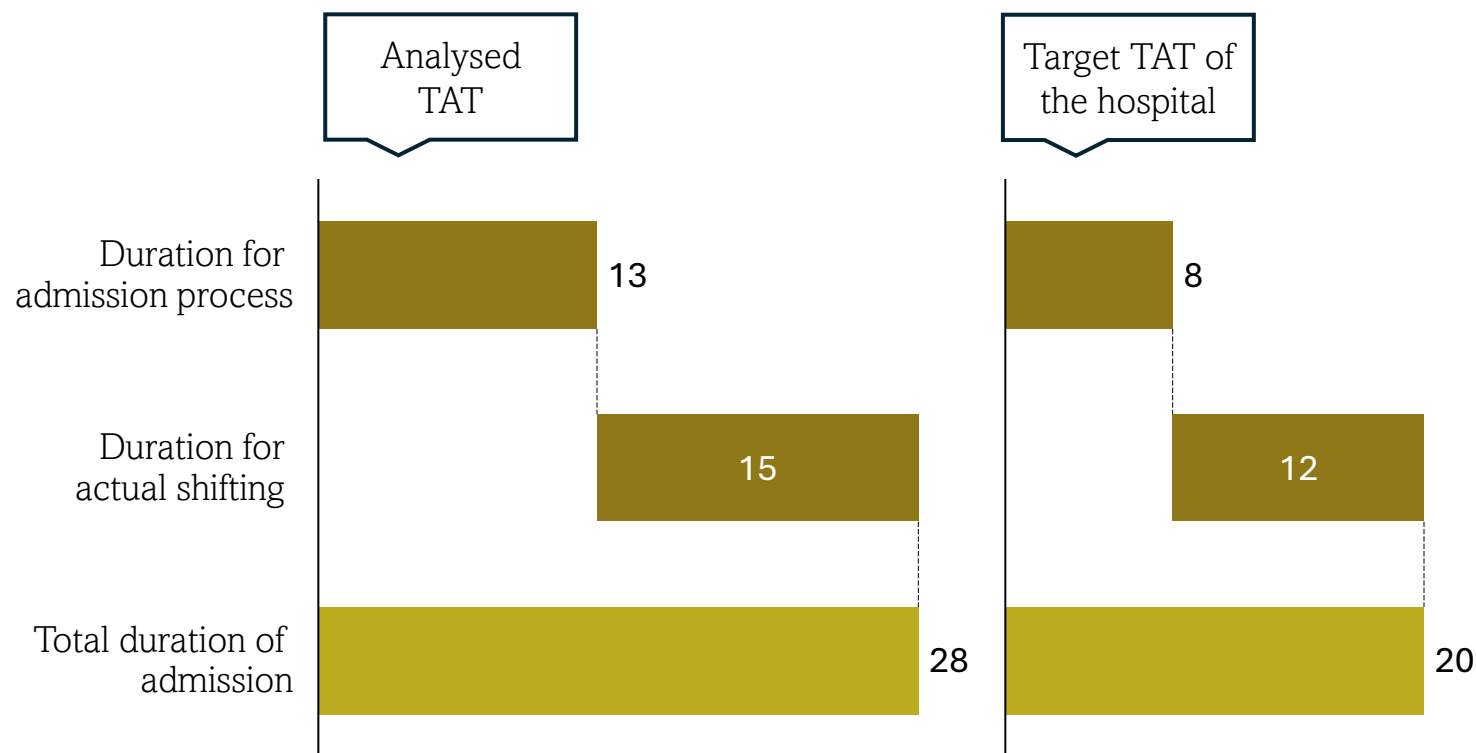
Bed Occupancy rate of three months of the hospital

Bed Occupancy rate	
Feb-24	77.91%
Mar-24	72.35%
Apr-24	76.00%
Average	75.42%



Artemis Hospital had an average bed occupancy rate of **75%** from February to April 2024, significantly higher than the national average of **65%** projected by ICRA3 for FY2024.

Admission TAT analysis



- Graph A shows the average time each process takes for the surveyed patients, while Graph B displays the hospital's target average for each process and the overall Turnaround Time (TAT).

Recommendations

Overall Performance:

- The current conversion rate is 11.9% compared to the industry standard of 10-15% (Fig. 4.10).
- While the hospital is performing well, it is at the lower end of the standard, indicating potential for a ~3% improvement.

Department Performance:

- Exceeding Standard: Internal Medicine and Cardiology are performing above industry standards, requiring minimal focus.
- Meeting Standard: Orthopedics, Gynecology, Pulmonology, and Medical Oncology are within industry standards but have room for moderate improvement.
- Below Standard: Neurology, ENT, and Urology departments are performing below industry standards, indicating significant room for enhancement.

Action Plan:

- Perform a comprehensive assessment of OPD services to pinpoint and address the root causes of low conversion rates in underperforming departments.

Recommendations

Current Performance: The hospital's average BOR for Feb24-Mar24 was 75%, compared to the ICRA industry estimate of 64-65%, suggesting that the higher BOR may impact conversion rates due to bed unavailability.

Potential Next Step

- **Expand Capacity:** Increase the number of available beds through physical expansion or optimizing existing space. Utilize flexible spaces for patient areas during peak times to accommodate more patients, reduce wait times, and improve conversion rates.

Current Performance: The hospital's admission turnaround time is 28 minutes, compared to a target of 20 minutes, indicating an 8-minute delay.

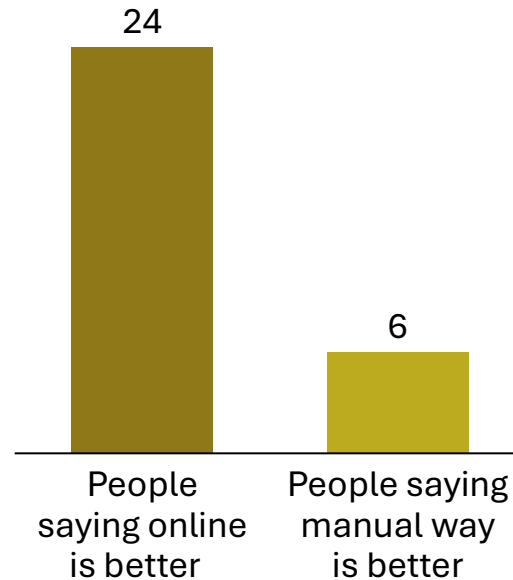
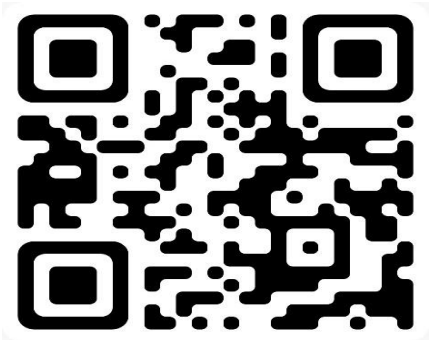
Potential Next Step

- Conduct process mapping to pinpoint inefficiencies.
- Perform root cause analysis to identify and address reasons for delays.

Additional recommendation for sustainability

With hospital digitalization, improving feedback systems is vital for efficiency. Effective in competitive private hospitals, I introduced a Google Forms feedback form for patient convenience, streamlining feedback submission and aiding continuous improvement efforts.

QR code for filling the form



A survey was conducted among 30 people asking which way of feedback is more convenient

THANK YOU